



# A Practical Approach to Large-Scale Agile Development

**How HP Transformed  
LaserJet FutureSmart Firmware**

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**Gary Gruver · Mike Young · Pat Fulghum**

**Agile Software Development Series**

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**Alistair Cockburn and Jim Highsmith,  
Series Editors**



# A Practical Approach To Large Scale Agile Development

## 94264

**Gerardus Blokdyk**

## **A Practical Approach To Large Scale Agile Development 94264:**

*A Practical Approach to Large-Scale Agile Development* Gary Gruver, Mike Young, Pat Fulghum, 2012 Today even the largest development organisations are turning to agile methodologies seeking major productivity and quality improvements. However large scale agile development is difficult and publicly available case studies have been scarce. Now three agile pioneers at Hewlett Packard present a candid start to finish insider's look at how they've succeeded with agile in one of the company's most mission critical software environments: firmware for HP LaserJet printers. This book tells the story of an extraordinary experiment and journey. Could agile principles be applied to re-architect an enormous legacy code base? Could agile enable both timely delivery and ongoing innovation? Could it really be applied to 400 developers distributed across four states, three continents and four business units? Could it go beyond delivering incremental gains to meet the stretch goal of 10x developer productivity improvements? It could and it did, but getting there was not easy. Writing for both managers and technologists, the authors candidly discuss both their successes and failures, presenting actionable lessons for other development organisations 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 organisational structure; Overcoming U.S./India cultural differences that can complicate offshore development; Selecting tools to support quantum leaps in productivity in your organisation; Using change management disciplines to support greater enterprise agility.

**Leading the Transformation** Gary Gruver, Tommy Mouser, 2015-08-01 Software is becoming more and more important across a broad range of industries, yet most technology executives struggle to deliver software improvements their businesses require. Leading edge companies like Amazon and Google are applying DevOps and Agile principles to deliver large software projects faster than anyone thought possible. But most executives don't understand how to transform their current legacy systems and processes to scale these principles across their organizations. **Leading the Transformation** is an executive guide providing a clear framework for improving development and delivery. Instead of the traditional Agile and DevOps approaches that focus on improving the effectiveness of teams, this book targets the coordination of work across teams in large organizations, an improvement that executives are uniquely positioned to lead.

**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.

*Large-Scale Agile Frameworks* Sascha Block, 2023-08-17. The book *Large Scale Agile Frameworks* provides practical solutions for cross team and cross functional prioritization of requirements and documentation for enterprises. It reflects the interplay of current technology trends such as cloud computing and organizational requirements for microservices. Organizations are increasingly required to align their IT strategy with customer needs for customer centric and service oriented products and services. The book analyzes the unique requirements of a differentiated software service offering and shows how agile principles are effective in addressing these issues. The book also highlights the importance of large scale agile development and provides guidance to organizations on how to transform their structure towards agile prioritization. The book covers various appropriate models, methodologies and agile tools and provides recommendations for cross functional prioritization of requirements. It also considers the need for IT security and shows how it can be integrated into the overall agile development process.

**Agile Project Delivery** Aaron A. Blair, 2020-12-18. *Agile Project Delivery* reviews how different Agile methods can be applied to project delivery in complex

corporate environments beyond the Agile Manifesto's original scope of software development. Taking readers through a typical project lifecycle the text demonstrates how Agile techniques can be applied to each phase of a project using valuable tools and examples. Agile Project Delivery covers various approaches that are used across the many methodologies and frameworks that are part of the Agile family including Scrum, XP and Crystal as well as some of Agile's influences such as Lean and Kanban. Agile Project Delivery also provides readers with advanced instructions for using Atlassian's industry leading Agile software Jira. Bridging the gap between Agile methodology and application this concise guide features practical delivery approaches, engaging case studies, useful templates to assist in Agile application and chapter discussion questions to reinforce understanding on how to harness the benefits of Agile. With a focus on settings outside of software development and an accessible pragmatic approach Agile Project Delivery is an invaluable resource for students in any project management course as well as for both aspiring and experienced project practitioners.

**Large-Scale Agile Development Complete Self-Assessment Guide** Gerardus Blokdyk, **Agile Methods. Large-Scale Development, Refactoring, Testing, and Estimation** Torgeir Dingsøyr, Nils Brede Moe, Roberto Tonelli, Steve Counsell, Cigdem Gencel, Kai Petersen, 2014-12-06. This book constitutes the refereed proceedings of three international workshops held in Rome, Italy in conjunction with the 15th International Conference on Agile Software Development XP 2014 in May 2014. The workshops comprised Principles of Large Scale Agile Development Refactoring Testing RefTest 2014 and Estimations in the 21st Century Software Engineering EstSE21 2014. The 13 revised full papers presented were carefully reviewed and selected from 28 submissions. In addition an introduction and a keynote paper are included.

**AGILE PROJECT DELIVERY** Aaron A. Blair, 2020. Agile Project Delivery reviews how non software development corporations and practitioners can apply various Agile methods, tools and processes to harness the success of Agile project management. Readers will learn the various techniques that Agile has adopted across its family of methodologies including Scrum, XP and Crystal as well as some of Agile's influences such as Lean and Kanban. In addition Agile Project Delivery provides advanced instructions using Atlassian's industry leading Agile software Jira and features case studies that follow a project manager as he works through a large health care related project. Agile was initially developed to improve software development but has proliferated across other industries including health care, manufacturing and finance.

**Creating Agile Organizations** Cesario Ramos, Illia Pavlichenko, 2022-08-05. Design Your Organization for Maximum Agile Success at Scale. A unique view of organizational agility. Cesario and Ilia first describe the foundational tools and vocabulary to think about agile enterprise level change. The second section is a practical approach to adoption. It marries the foundational elements into a people and customer centric approach to change. The book is epic in scope but it manages to present a cookbook for agile adoption and change. From the Foreword by Dave West CEO Scrum.org. Cesario and Ilia understand that a key element of successful change to being adaptive at scale is Organizational Design OD and that OD is something senior managers need to own, master, create and lead not delegate. Fast delivery and learning isn't enough at scale.

Without other adaptive OD elements in place there might not be any concrete change. A wonderful book from two passionate people with years in the trenches involved in large scale adaptive development. From the Foreword by Craig Larman co-creator Large Scale Scrum LeSS For Agile to succeed at scale strategy structures processes reward systems and people practices must align with and reinforce each other across the entire organization. Creating Agile Organizations is about making that happen. Whether you're a leader Scrum Master or trainer this book will help you use effective Organizational Design OD to achieve successful Agile transformation at the enterprise level. Drawing on years of experience scaling Scrum renowned Large Scale Scrum LeSS experts Cesario Ramos and Ilia Pavlichenko present proven techniques for use with any technology in any large environment. In the context of a true systems thinking approach they provide specific solutions for challenges such as preparing and facilitating large scale Scrum meetings honing newly relevant leadership skills and addressing challenges that cut across the entire organization. This book includes a library of tested tools for effective Agile leadership including Product Definition Guides for describing any new product and a Feature Heat Map for designing teams and entire organizations. Organizing for adaptability making strategic optimization choices and choosing informed tradeoffs. Exploring and applying proven OD principles at the leadership level. Taking a birds eye view of the activities most crucial to large scale adoption. Coaching to make Agile transformation successful across your organization. Planning designing and facilitating Agile workshops that work. Preparing and launching highly effective well aligned Product Groups. Coaching teams and guiding product ownership in large groups.

### **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 *Large Scale Agile Development A Complete Guide - 2020 Edition* Gerardus Blokdyk,

*Enterprise-Scale Agile Software Development* James Schiel,2009-11-18 Enterprise Scale Agile Software Development is the collective sum of knowledge accumulated during the full scale transition of a 1400 person organization to agile development considered the largest implementation of agile development and Scrum ever attempted anywhere in the world Now James Schiel a certified Scrum trainer and member of the Scrum

**Large-Scale Agile Development Complete Self-Assessment Guide** Gerardus Blokdyk,2018-01-05 Do we monitor the Large Scale Agile Development decisions made and fine tune them as they evolve Which customers cant participate in our Large Scale Agile Development domain because they lack skills wealth or convenient access to existing solutions Does Large Scale Agile Development analysis show the relationships among important Large Scale Agile Development factors Is a Large Scale Agile Development Team Work effort in place Is there a recommended audit plan for routine surveillance inspections of Large Scale Agile Development s gains This on of a kind Large Scale Agile Development self assessment will make you the principal Large Scale Agile Development domain standout by revealing just what you need to know to be fluent and ready for any Large Scale Agile Development challenge How do I reduce the effort in the Large Scale Agile Development work to be done to get problems solved How can I ensure that plans of action include every Large Scale Agile Development task and that every Large Scale Agile Development outcome is in place How will I save time investigating strategic and tactical options and ensuring Large Scale Agile Development opportunity costs are low How can I deliver tailored Large Scale Agile Development advise instantly with structured going forward plans There s no better guide through these mind expanding questions than acclaimed best selling author Gerard Blokdyk Blokdyk ensures all Large Scale Agile Development essentials are covered from every angle the Large Scale Agile Development self assessment shows succinctly and clearly that what needs to be clarified to organize the business project activities and processes so that Large Scale Agile Development outcomes are achieved Contains extensive criteria grounded in past and current successful projects and activities by experienced Large Scale Agile Development practitioners Their mastery combined with the uncommon elegance of the self assessment provides its superior value to you in knowing how to ensure the outcome of any efforts in Large Scale Agile Development are maximized with professional results Your purchase includes access details to the Large Scale Agile Development self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows your organization exactly what to do next Your exclusive instant access details can be found in your book

**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 **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/scalingagileleanjumpstart> *Large-Scale Agile Development a Complete Guide - 2019 Edition* Gerardus Blokdyk, 2019-04 What are all of our Large Scale Agile Development domains and what do they do How do we measure risk Who is responsible for errors How do we foster innovation If you used Agile in the past but do not now why Defining designing creating and implementing a process to solve a challenge or meet an objective is the most valuable role In EVERY group company organization and department Unless you are talking a one time single use project there should be a process Whether that process is managed and implemented by humans AI or a combination of the two it needs to be designed by someone with a complex enough perspective to ask the right questions Someone capable of asking the right questions and step back and say What are we really trying to accomplish here And is there a different way to look at it This Self Assessment empowers people to do just that whether their title is entrepreneur manager consultant Vice President CxO etc they are the people who rule the future They are the person who asks the right questions to make Large Scale Agile Development investments work better This Large Scale Agile Development All Inclusive Self Assessment enables You to be that person All the tools you need to an in depth Large Scale Agile Development Self Assessment Featuring 863 new and updated case based questions organized into seven core areas of

process design this Self Assessment will help you identify areas in which Large Scale Agile Development improvements can be made. In using the questions you will be better able to diagnose Large Scale Agile Development projects initiatives organizations businesses and processes using accepted diagnostic standards and practices implement evidence based best practice strategies aligned with overall goals integrate recent advances in Large Scale Agile Development and process design strategies into practice according to best practice guidelines. Using a Self Assessment tool known as the Large Scale Agile Development Scorecard you will develop a clear picture of which Large Scale Agile Development areas need attention. Your purchase includes access details to the Large Scale Agile Development self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows your organization exactly what to do next. You will receive the following contents with New and Updated specific criteria The latest quick edition of the book in PDF The latest complete edition of the book in PDF which criteria correspond to the criteria in The Self Assessment Excel Dashboard Example pre filled Self Assessment Excel Dashboard to get familiar with results generation In depth and specific Large Scale Agile Development Checklists Project management checklists and templates to assist with implementation INCLUDES LIFETIME SELF ASSESSMENT UPDATES Every self assessment comes with Lifetime Updates and Lifetime Free Updated Books Lifetime Updates is an industry first feature which allows you to receive verified self assessment updates ensuring you always have the most accurate information at your fingertips **SAFe to Scale** Valerio Zanini, 2024-04-30 The Scaled Agile Framework SAFe is the world's leading framework for scaling agile practices for dozens or for even hundreds of agile teams. Product Managers and Product Owners play a pivotal role in the success of any SAFe implementation by adopting a product thinking mindset. This book equips you with the knowledge and tools to excel in your SAFe environment. You will gain a deep understanding of how SAFe transforms product development by fostering collaboration and driving continuous value delivery. This book is a practical guide for Product Managers and Product Owners to help them succeed with SAFe and adopt product thinking. Through this book you will Master the roles and responsibilities of Product Managers and Product Owners within the SAFe framework. Navigate the SAFe hierarchy from Epics to Features to Stories and prioritize effectively. Adopt a product thinking mindset to deliver exceptional value through continuous iteration and learning cycles. Foster strong collaboration with Agile Teams stakeholders and business leaders. Leverage powerful SAFe artifacts like the ART Backlog and the Planning Board to drive development activities. Identify MVPs with Product Journey Maps with a focus on key hypotheses. Identify and track progress on PI Objectives to drive value for your customers and business. Implement effective backlog refinement techniques to ensure your team builds the right things. Whether you are a seasoned product professional or just starting your SAFe journey this book is your roadmap to success. Includes Contributions from SAFe SPCT and SPC experts. Access to downloadable templates and deep dive articles. Full color pictures and diagrams to help understand the structure of the SAFe framework. Expert Contributors: Luke Hohmann SPC SAFe Fellow, Ajiri Ideh RTE SPC MBA, Anil Jaising CST Certified DevOps.

TrainerVikas Kapila SPCT AKT JMTBernie Maloney CSTJohn Mulligan SPCRamesh Nori SPCTThomas Nowaczyk VP Product ManagementBrian Schweickert SPCJason Tanner CSTBony Yelsangi CSTYuval Yeret SPCT SAFe Fellow PSTForward byVikas Kapila SPCT AKT JMTRamesh Nori SPCT      **Agile for responsive organizations - A Pocket Guide** Jeroen Venneman,Rik de Groot,Theo Gerrits,2017-09-27 Agile is a philosophy that ensures business results especially in this rapidly changing world The foundation for the focus on result is based on continuous improvement of customer satisfaction Customer Excellence The ideas originated in the world of software development but is more widely applicable This book is about applying Agile from team level to the level of the whole organization It is the guide in the transformation to a structured Agile way of working and a reference for those who already are Agile and want to take it to the next step The book provides a good foundation for the Certify to inspire program of the Agile Consortium with certification at the level of Agile Foundation Practitioner and Master This pocket guide is intended for anyone who is or will get involved in the transformation to Agile The book is particularly aimed at managers team members and coaches Topics covered Agile at organization level Agile project management Scrum combined with PRINCE2 measuring the transformation coaching styles Agile Lean and continuous improvement distributed teams directing self organizing teams Agile and governance and of course the book contains many practical tips The authors are Certified Agile Masters and their years of experience with Agile transformations are brought together in this book The answers to the many questions of managers teams and others are also included in this book The result is a convenient and practical overview of the Agile approach from team level up to organizational level as well as the main issues that you encounter in the transformation to an agile organization      **Agile Project Dynamics** Firas S. Glaiel,Massachusetts Institute of Technology. Engineering Systems Division,2012 Large scale software engineering organizations have traditionally used plan driven heavyweight waterfall style approaches for the planning execution and monitoring of software development efforts This approach often results in relatively long development schedules that are susceptible to failure especially in a rapidly changing environment Schedule pressure defects and requirements changes can drive endless redesign delay the project and incur extra cost Many in the commercial software world have dealt with these pressures by adopting Agile Software Development an approach designed to be flexible and responsive to high change environments Software development teams that are said to employ Agile development in effect practice a variety of agile methods These practices are advertised to reduce coordination costs to focus teams and to produce stable product iterations that can be released incrementally Agile software development has become a de facto approach to the engineering of software systems in the commercial world and is now entering the aerospace and defense sectors The APD model developed in this research aids in the understanding of the impact that alternative combinations of Agile practices combined with different management policies have on project performance compared to a waterfall approach This research culminates in a formulation of insights and recommendations for how to integrate Agile practices into a large scale software engineering

organization Agile Performance Improvement Robert Winter, 2015-05-11 1 1 3 That is the equation that summarizes the theme of this book The book's message is to integrate the developmental principles of Agile with the result focused approaches integral to performance consulting Your outcomes in shaping human performance will be significant and greater than if you only used one of these models This is a book for anyone who seeks to work collaboratively with leaders to bring about continuously improving and sustainable organizational change Dana Gaines Robinson coauthor of Performance Consulting Agile Performance Improvement demonstrates the mutual benefits that accrue to the worlds of performance consulting and agile software development when the values and principles of both are blended synergistically under the guidance of practitioners skilled in both The agile performance improvement model blends the principles of human performance technology with the frameworks and practices of Agile The result is an approach that maximizes the value of interactions among the consultant the work team and the customer Unlike traditional end to end waterfall processes agile performance improvement delivers value continuously and in small increments relentlessly focusing on outcomes of value to the customer Building on structures of Agile that are used in software development such as Scrum the agile performance improvement model considers the human component of holistic solutions in establishing a continuous stream of value Bob Winter a performance consultant was the product owner for the corporate education scrum supporting an agile transition initiative for hundreds of engineering teams From this cross disciplinary experience he discovered that the two cultures two languages and two methodologies of performance consulting and agile software development are far from being incongruent incompatible or irrelevant to each other in fact ideally suited to complement and support each other Being agile improves the effectiveness of the performance consultant and applying the lessons of human performance technology improves the effectiveness of software development teams In Agile Performance Improvement Winter teaches performance consultants how to apply agile principles values and methods usefully to the tasks of optimizing human performance in areas of practice not only adjoining but also well beyond the realm of software and IT engineering such as corporate learning solutions human resources systems and non software products Conversely he shows engineering teams immersed in an agile environment how to boost their performance using the principles and techniques taught and cultivated by performance consultants The author who has worked extensively on both sides of the traditional divide recounts entertainingly but informatively how both sparks and fur can fly when geeks encounter people people

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### **A Practical Approach To Large Scale Agile Development 94264 Introduction**

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