

Part II. Lean Project Management

Management is doing things right; leadership is doing the right things. —Peter Drucker

An empowered organization is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organizational success.

—Stephen Covey

Lean Provides Guidance

Complex problems often require complex solutions. Simple solutions that work in some situations may fail miserably, and at great cost, in others. If we hold on to solutions because they work in one area, we may never quite understand, until it is too late, why they don't work in others.

Software development is clearly a complex problem. It takes place over a wide range of circumstances. Many factors vary widely, such as the following:

- Physical location of team members (together, apart)
- Size of team (2-2000)
- Number of teams (one to hundreds)
- Skills of team
- Experience of team
- Organization of skill sets (distributed or in silos)
- Problem domain (IT application, embedded system, product)
- Technology used (Java, .Net, specialized)
- Availability of customer (none, full-time)
- Quality of management (command and control, leadership)

One size does *not* fit all.

Currently, one of the biggest challenges to advancing Lean-Agile methods throughout the software industry is the lack of foundational thinking being presented to new practitioners. Some proponents of popular methods take pride in this, but we think this approach is flawed. In particular, Scrum is represented as a framework within which to hold what you need to know. Although many people in software-development organizations are very capable, there is no reason to reinvent the wheel. Developers should be encouraged to take advantage of what has been discovered in other industries as well as within our own.

Lean provides a new paradigm for management, one that can help managers transition from a command-and-control stance to one in which they are leading teams. From this leadership position, managers can assist teams in adopting the best practices of the Agile industry. These

include using the Lean concept of fast, flexible flow to improve product-portfolio management, Scrum and Kanban for team management, and design patterns and Test-Driven Development to enhance teams' technical skills.

In simple situations, we can afford for teams to figure out things on their own. But transitioning to an Agile enterprise presents bigger problems. It requires incorporating all the knowledge and skills we have along with what others have demonstrated. One of Lean's great strengths is its ability to incorporate knowledge into a framework that can be used in a consistent, unified manner.

In This Part

The chapters in this part address Scrum because it is currently the most popular Agile method. To many, "Agile project management" conjures up the title Scrum Master. Unfortunately, Scrum, as it is often applied in the industry, has many limits. Some of these are true limits of the method. More are due to people believing that some process examples are fundamental truisms of Scrum that must be followed. That is, most of Scrum's failings are not in Scrum at all, but in the way it's adopted. This is exacerbated by Scrum's focus on being a framework with a few practices, but having few principles on which to rely—other than inspect and adapt to remove impediments. This part begins by discussing Scrum's actual limits while also pointing out that many of its "truisms" are really just misunderstandings.

This part uses Lean thinking to extend Scrum in three areas:

- How to prepare for your first iteration
- How to manage your product backlog when all planning cannot be accomplished during the planning day
- How to integrate development and testing and use QA to improve your process

These extensions to Scrum all focus on how the team is managed. Other extensions are presented in the next part, which deals with how teams work together.

Lean brings to consciousness many practices that good managers and teams already manifest. We have learned that being explicit about the rules you follow is the best way to ensure that you use them whenever possible.

NET OBJECTIVES LEAN-AGILE APPROACH

INTEGRATED AND COHESIVE

All of our trainers, consultants, and coaches follow a consistent Lean-Agile approach to sustainable product development. By providing services at all of these levels, we provide you teams and management with a consistent message.

PROCESS EXECUTION

Net Objectives helps you initiate Agile adoption across teams and management with process training and follow-on coaching to accelerate and ease the transition to Lean-Agile practices.

SKILLS & COMPETENCIES

Both technical and process skills and competencies are essential for effective Agile software development. Net Objectives provides your teams with the knowledge and understanding required to build the right functionality in the right way to provide the greatest value and build a sustainable development environment.

ENTERPRISE STRATEGIES

Enterprise Agility requires a perspective of software development that embraces Lean principles as well as Agile methodologies. Our experienced consultants can help you develop a realistic strategy to leverage the benefits of Agile development within your organization.



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*We deliver unique solutions
that lead to tangible improvements in software development
for your business, organization and teams.*

SERVICES OVERVIEW

TRAINING FOR AGILE DEVELOPERS AND MANAGERS

Net Objectives provides essential Lean-Agile technical and process training to organizations, teams and individuals through in-house course delivery worldwide and public course offerings across the US.

CURRICULA — CUSTOM COURSES AND PROGRAMS

Our Lean-Agile Core Curriculum provides the foundation for Agile Teams to succeed.

Lean Software Development

- Implementing Scrum for Your Team
- Agile Enterprise Release Planning
- Sustainable Test-Driven Development
- Agile Estimation with User Stories
- Design Patterns

In addition, we offer the most comprehensive technical and process training for Agile professionals in the industry as well as our own Certifications for Scrum Master and Product Champion.

PROCESS AND TECHNICAL TEAM COACHING

Our coaches facilitate your teams with their experience and wisdom by providing guidance, direction and motivation to quickly put their newly acquired competencies to work. Coaching ensures immediate knowledge transfer while working on your problem domain.

LEAN-AGILE ASSESSMENTS

Understand what Agility means to your organization and how best to implement your initiative by utilizing our Assessment services that include value mapping, strategic planning and execution. Our consultants will define an actionable plan that best fits your needs.

LEAN-AGILE CONSULTING

Seasoned Lean-Agile consultants provide you with an outside view to see what structural and cultural changes need to be made in order to create an organization that fosters effective Agile development that best serves your business and deliver value to your customers.

FREE INFORMATION

CONTACT US FOR A FREE CONSULTATION

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