Preface

This book was born from need and from knowledge. The need is to expand the knowledge base of software development in both the management and process worlds so as to create a new base. Integrating Agile has transformed the software-development process in less than a decade. Although its mandate applies to all of software development, its focus typically has been on the teams directly involved in the development of software and on the projects they work on. As Agile has begun to transcend the early-adopter phase and move on to the early-majority phase, there are new challenges to address as Agile is applied to quite different situations:

- Larger organizations are attempting to adopt Agile for the first time.
- Organizations that are already using Agile are expanding the scale of their adoption.
- Organizations that are somewhat dysfunctional are starting to adopt Agile.

Extending Agile to these new situations creates the need for a better understanding of what Agile is and a broader set of tools to apply Agile. These two issues are surprisingly tightly related. Many Agile early adopters have learned from any number of excellent books that present a set of practices, mostly oriented around the team. Unfortunately, few of these books explain why Agile works. Rather, they are filled with excellent practices that embody Agile's fundamental belief systems while providing a set of practices that work at the team level in many situations.

The wider adoption of Agility demands more. There is now a need for a greater scope of knowledge as well as an explanation of why the practices work. While almost all Agile methods sprang up independently of Lean thinking, Lean thinking provides insight into why Agile works. This is why most of its methods are compatible with Lean. True knowledge is realized when one can apply principles and practices together to form solid understanding. We use the term "Lean-Agile" for the approach described in this book because it represents our contention that for Agile to work most effectively, it must be applied within the context of Lean.

This book fills the need both to understand why Agility works as well as to expand its base of principles and practices in order to apply it to the enterprise. It builds on the work of others, most particularly, those of David Anderson, Kent Beck, Jane Cleland-Huang, Alistair Cockburn, Jim Coplien, Ward Cunningham, Edwards Deming, Mark Denne, Ron Jefferies, Daniel Jones, Michael Kennedy, Corey Ladas, David Mann, Bob Martin, Rick Mugridge, Taichi Ohno, Mary Poppendieck, Tom Poppendieck, Don Reinertsen, Peter Scholtes, Ken Schwaber, Jeff Sutherland, James Womack, Alan Ward, and so many others. This blend of Lean, Agile, XP, Scrum, and other disciplines creates the synergistic blend essential to providing answers, both deep and broad, that the Enterprise requires.

I want to give particular thanks to a few people who have helped us personally in our endeavors:

- Mary and Tom Poppendieck for helping me get my start in Lean training. Both have been invaluable to my personal development with their combination of suggestions for improvement tailored by respect and compassion.
- Don Reinertsen for his kindness and encouragement, not to mention the amazing amount of knowledge that his books have conveyed to the community.
- David Anderson for his outspokenness and out-of-the box thinking. He's been an inspiration to go further in my thinking than I have typically dared.
- Ward Cunningham. I know few people smarter than Ward, balanced with such an unassuming nature. His wisdom and manner have been invaluable.
- Our own Alan Chedalawada, who may not have contributed to the writing in this book, but whose ideas formed the basis for much of what we are presenting here that is new. Many of these ideas he first manifested in the real world.
- Our own Amir Kolsky and Ken Pugh for insights into the role of acceptance test driven development.

While it may seem odd for one author to acknowledge another, I must acknowledge Jim Trott—both a close associate and one of my dearest friends. Without his encouragement, hard work, and efforts on keeping me focused, this book may not have happened.

Alan Shalloway
CEO, Net Objectives
Achieving Enterprise and Team Agility

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Business-Driven Software Development (BDSD) is Net Objectives' proprietary integration of Lean-Thinking with Agile methods across the business, management and development teams to maximize the value delivered from a software development organization. BDSD has built a reputation and track record of delivering higher quality products faster and with lower cost than other methods

BDSD goes beyond the first generation of Agile methods such as Scrum and XP by viewing the entire value stream of development. Lean-Thinking enables product portfolio management, release planning and critical metrics to create a top-down vision while still promoting a bottom-up implementation.

BDSD integrates business, management and teams. Popular Agile methods, such as Scrum, tend to isolate teams from the business side and seem to have forgotten management's role altogether. These are critical aspects of all successful organizations. In BDSD:

- **Business** provides the vision and direction; properly selecting, sizing and prioritizing those products and enhancements that will maximize your investment

- **Teams** self-organize and do the work; consistently delivering value quickly while reducing the risk of developing what is not needed

- **Management** bridges the two; providing the right environment for successful development by creating an organizational structure that removes impediments to the production of value. This increases productivity, lowers cost and improves quality

Become a Lean-Agile Enterprise

All levels of your organization will experience impacts and require change management. We help prepare executive, mid-management and the front-line with the competencies required to successfully change the culture to a Lean-Agile enterprise.

Prioritization is only half the problem. Learn how to both prioritize and size your initiatives to enable your teams to implement them quickly.

Learn to come from business need not just system capability. There is a disconnect between the business side and development side in many organizations. Learn how BDSD can bridge this gap by providing the practices for managing the flow of work.

Why Net Objectives

While many organizations are having success with Agile methods, many more are not. Much of this is due to organizations either starting in the wrong place (e.g., the team when that is not the main problem) or using the wrong method (e.g., Scrum, just because it is popular). Net Objectives is experienced in all of the Agile team methods (Scrum, XP, Kanban, Scrumban) and integrates business, management and teams. This lets us help you select the right method for you.

Assessments	Productive Lean-Agile Team Training
See where you are, where you want to go, and how to get there.	Team training in Kanban, Scrum
	Technical Training in ATDD, TDD, Design Patterns
Business and Management Training	**Roles Training**
Lean Software Development	Lean-Agile Project Manager
Product Portfolio Management	Product Owner
Enterprise Release Planning	