



# **Disciplined Agile Delivery**

**A Practitioner's Guide to Agile Software Delivery in the Enterprise**

**Scott W. Ambler • Mark Lines**

Foreword by Dave West

# Disciplined Agile Delivery A Practitioners Guide To Software In The Enterprise Mark Lines

**Charles G. Cobb**



## **Disciplined Agile Delivery A Practitioners Guide To Software In The Enterprise Mark Lines:**

**Disciplined Agile Delivery** Scott W. Ambler, Mark Lines, 2012-05-31 Master IBM's Breakthrough DAD Process Framework for Succeeding with Agile in Large Complex Mission Critical IT Projects It is widely recognized that moving from traditional to agile approaches to build software solutions is a critical source of competitive advantage Mainstream agile approaches that are indeed suitable for small projects require significant tailoring for larger complex enterprise projects In *Disciplined Agile Delivery* Scott W Ambler and Mark Lines introduce IBM's breakthrough Disciplined Agile Delivery DAD process framework which describes how to do this tailoring DAD applies a more disciplined approach to agile development by acknowledging and dealing with the realities and complexities of a portfolio of interdependent program initiatives Ambler and Lines show how to extend Scrum with supplementary agile and lean strategies from Agile Modeling AM Extreme Programming XP Kanban Unified Process UP and other proven methods to provide a hybrid approach that is adaptable to your organization's unique needs They candidly describe what practices work best why they work what the trade offs are and when to consider alternatives all within the context of your situation Disciplined Agile Delivery addresses agile practices across the entire lifecycle from requirements architecture and development to delivery and governance The authors show how these best practice techniques fit together in an end to end process for successfully delivering large complex systems from project initiation through delivery Coverage includes Scaling agile for mission critical enterprise endeavors Avoiding mistakes that drive poorly run agile projects to chaos Effectively initiating an agile project Transitioning as an individual to agile Incrementally building consumable solutions Deploying agile solutions into complex production environments Leveraging DevOps architecture and other enterprise disciplines Adapting your governance strategy for agile projects Based on facts research and extensive experience this book will be an indispensable resource for every enterprise software leader and practitioner whether they're seeking to optimize their existing agile Scrum process or improve the agility of an iterative process

*Disciplined Agile Delivery* Scott W. Ambler, Mark Lines, 2012 The authoritative guide to DAD IBM's disciplined approach to applying agile practices in enterprise scale projects Integrate enterprise discipline with powerful widely used agile practices into a proven solution for the entire software lifecycle Scale agile strategies for complex development challenges without compromising agile's advantages

**The Project Manager's Guide to Mastering Agile** Charles G. Cobb, 2015-01-05 Streamline project workflow with expert agile implementation The Project Management Profession is beginning to go through rapid and profound transformation due to the widespread adoption of agile methodologies Those changes are likely to dramatically change the role of project managers in many environments as we have known them and raise the bar for the entire project management profession however we are in the early stages of that transformation and there is a lot of confusion about the impact it has on project managers There are many stereotypes and misconceptions that exist about both Agile and traditional plan driven project management Agile and traditional project management principles

and practices are treated as separate and independent domains of knowledge with little or no integration between the two and sometimes seen as in conflict with each other. Agile and Waterfall are thought of as two binary mutually exclusive choices and companies sometimes try to force fit their business and projects to one of those extremes when the right solution is to fit the approach to the project. It's no wonder that many Project Managers might be confused by all of this. This book will help project managers unravel a lot of the confusion that exists, develop a totally new perspective to see Agile and traditional plan-driven project management principles and practices in a new light as complementary to each other rather than competitive and learn to develop an adaptive approach to blend those principles and practices together in the right proportions to fit any situation. There are many books on Agile and many books on traditional project management but what's very unique about this book is that it takes an objective approach to help you understand the strengths and weaknesses of both of those areas to see how they can work synergistically to improve project outcomes in any project. The book includes discussion topics, real world case studies and sample enterprise level agile frameworks that facilitate hands-on learning as well as an in-depth discussion of the principles behind both Agile and traditional plan-driven project management practices to provide a more thorough level of understanding. Choose your WoW - Second Edition (SIMPLIFIED CHINESE) Scott Ambler, Mark Lines, 2023-02-01

Hundreds of organizations around the world have already benefited from Disciplined Agile Delivery (DAD). Disciplined Agile is a pragmatic application of agile, lean and traditional techniques for your enterprise class environment. Overviews a strategy for teams to evolve a fit-for-purpose flexible WoW that still supports a consistent governance strategy for leadership and makes a perfect study guide for Disciplined Agile certification. Why fail fast as the agile industry likes to recommend when you can learn quickly on your journey to high performance? With this book you can make better decisions based upon proven context-based strategies leading to earlier success and better outcomes. Enterprise Agility For Dummies Doug Rose, 2018-02-02. Manage and improve your organization's agile transformation. Adopting an enterprise agile framework is a radical organizational change and this book will help you get there without ever breaking a sweat. In Enterprise Agility For Dummies you'll discover how to successfully choose and implement the right framework based on your organization's own unique culture. Organizational culture is one of the most overlooked challenges when trying to make a change to enterprise agile and there are lots of resources out there that claim to have the perfect one-size-fits-all solution. Luckily, this book takes a neutral stance and covers popular organizational change management techniques that you can implement to suit to your unique needs. Packed with step-by-step instruction and complemented with real world case studies, this book offers everything you need to know in order to embrace a more agile mindset. Understand the benefits of an agile approach. Pick the best enterprise agile framework for your organization. Create a successful enterprise change management plan. Let Enterprise Agility For Dummies help you optimize your business processes and watch your productivity soar.

Choose your WoW - Second Edition Scott Ambler, Mark Lines, 2022-02-07. Hundreds of organizations around the world

have already benefited from Disciplined Agile Delivery DAD Disciplined Agile Is a pragmatic application of agile lean and traditional techniques for your enterprise class environment Overviews a strategy for teams to evolve a fit for purpose flexible WoW that still supports a consistent governance strategy for leadership and Makes a perfect study guide for Disciplined Agile certification Why fail fast as the agile industry likes to recommend when you can learn quickly on your journey to high performance With this book you can make better decisions based upon proven context based strategies leading to earlier success and better outcomes

**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 Features Learn how to be Agile at scale by implementing best practices Understand 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 needs Book 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      *SAFe® 4.0 Reference Guide* Dean Leffingwell, 2016-07-29 The Must have Reference Guide for SAFe Practitioners There are a lot of methods of scale out there but the Scaled Agile Framework is the one lighting up the world Steve Elliot Founder CEO AgileCraft You don t have to be perfect to start SAFe because you learn as you go learning is built in Before SAFe I would not know how to help my teams but now I have many tools to enable the teams My job is really fun and the bottom line is I have never enjoyed my job more Product Manager Fortune 500 Enterprise Captured for the first time in print the SAFe body of knowledge is now available as a handy desktop reference to help you accomplish your mission of building better software and systems Inside you ll find complete coverage of what has until now only been available online at scaledagileframework.com The SAFe knowledge base was developed from real world field experience and provides proven success patterns for implementing Lean Agile software and systems development at enterprise scale This book provides comprehensive guidance for work at the enterprise Portfolio Value Stream Program and Team levels including the various roles activities and artifacts that constitute the Framework along with the foundational elements of values mindset principles and practices Education Training Key to Success The practice of SAFe is spreading rapidly throughout the world The majority of Fortune 100 U S companies have certified SAFe practitioners and consultants as do an increasing percentage of the Global 1000 enterprises Case study results visit scaledagileframework.com case studies typically include 20 50% increase in productivity 50% increases in quality 30 75% faster time to market Measurable increases in employee engagement and job satisfaction With results like these the demand from enterprises seeking SAFe expertise is accelerating at a dramatic rate Successful implementations may vary in context but share a common attribute a workforce well trained and educated in SAFe practices This book along with authorized training and certification will help you understand how to maximize the value of your role within a SAFe organization The result is greater alignment visibility improved performance throughout the enterprise and ultimately better outcomes for the business      **The Business Value of Software** Michael D. S.

Harris, 2017-09-01 In business driving value is a key strategy and typically starts at the top of an organization In today s digital age driving software value is also an important and often overlooked key strategy Executives and the corporate board need to expect the highest level of business value from the software the organization is developing buying and selling In today s digital transformation marketplace it is imperative that organizations start driving business value from software development initiatives For many years the cost of software development challenged organizations with questions such as How do we allocate software development costs Should these costs be considered an overhead expense Are we getting the most value possible for our investment A fundamental problem has been built into these questions the focus on cost In almost every other part of the organization maximizing profit or in the case of a not for profit maximizing the funds available provides a clear focus with metrics to determine success or failure In theory simply aligning software spending with the maximizing profit goals should be sufficient to avoid any questions about value for money Unfortunately this alignment hasn t

turned out to be so simple and the questions persist particularly at the strategic or application portfolio level In this book Michael D S Harris describes how a software business value culture one where all stakeholders including technology and business have a clear understanding of the goals and expected business value from software development The book shows readers how they can transform software development from a cost or profit center to a business value center Only a culture of software as a value center enables an organization to constantly maximize business value flow through software development If your organization is starting to ask how it can change software from a cost center to a value center this book is for you

*Managing Digital* Charles Betz, 2018 About This Book This book *Managing Digital* Concepts and Practices is intended to guide a practitioner through the journey of building a digital first viewpoint and the skills needed to thrive in the digital first world As such this book is a bit of an experiment for The Open Group it isn't structured as a traditional standard or guide Instead it is structured to show the key issues and skills needed at each stage of the digital journey starting with the basics of a small digital project eventually building to the concerns of a large enterprise So feel free to digest this book in stages the section Introduction for the student is a good guide The book is intended for both academic and industry training purposes This book seeks to provide guidance for both new entrants into the digital workforce and experienced practitioners seeking to update their understanding on how all the various themes and components of IT management fit together in the new world About The Open Group Press The Open Group Press is an imprint of The Open Group for advancing knowledge of information technology by publishing works from individual authors within The Open Group membership that are relevant to advancing The Open Group mission of Boundaryless Information Flow The key focus of The Open Group Press is to publish high quality monographs as well as introductory technology books intended for the general public and act as a complement to The Open Group Standards Guides and White Papers The views and opinions expressed in this book are those of the author and do not necessarily reflect the consensus position of The Open Group members or staff

**Embedded Software** Jérôme Dern, 2015-07-21 Among the various types of software Embedded Software is a class of its own it ensures critical missions and if wrongly designed it can disturb the human organization lead to large losses injure or kill many people Updates are difficult and rather expensive or even impossible Designing Embedded Software needs to include quality in the development process but economic competition requires designing less expensive products This book addresses Embedded Software developers Software Quality Engineers Team Leaders Project Managers and R D Managers The book we will introduce Embedded Software languages tools and hardware Then we will discuss the challenges of Software Quality Software Development life cycles will be presented with their advantages and disadvantages Main standards and norms related to software and safety will be discussed Next we will detail the major development processes and propose a set of processes compliant with CMMI DEV SPICE and SPICE HIS Agile methods as well as DO 178C and ISO 26262 will have specific focus when necessary To finish we will promote quality tools needed for capitalization and reaching software

excellence     *The Certified Software Quality Engineer Handbook* Linda Westfall, 2016-09-23 This handbook contains information and guidance that supports all of the topics of the 2016 version of the CSQE Body of Knowledge BoK upon which ASQ's Certified Software Quality Engineer CSQE exam is based. Armed with the knowledge presented in this handbook to complement the required years of actual work experience, qualified software quality practitioners may feel confident they have taken appropriate steps in preparation for the ASQ CSQE exam. However, the goals for this handbook go well beyond it being a CSQE exam preparation guide. Its author designed this handbook not only to help the software quality engineers but as a resource for software development practitioners, project managers, organizational managers, other quality practitioners, and other professionals who need to understand the aspects of software quality that impact their work. It can also be used to benchmark their or their organization's understanding and application of software quality principles and practices against what is considered a cross-industry good practice baseline. After all, taking stock of strengths and weaknesses, software engineers can develop proactive strategies to leverage software quality as a competitive advantage. New software quality engineers can use this handbook to gain an understanding of their chosen profession. Experienced software quality engineers can use this handbook as a reference source when performing their daily work. It is also hoped that trainers and educators will use this handbook to help propagate software quality engineering knowledge to future software practitioners and managers. Finally, this handbook strives to establish a common vocabulary that software quality engineers and others in their organizations can use to communicate about software and quality. Thus, increasing the professionalism of the industry and eliminating the wastes that can result from ambiguity and misunderstandings.

[The ASQ Certified Software Quality Engineer Handbook](#) Linda Vogelsong Westfall, 2025-01-05 The ASQ Certified Software Quality Engineer Handbook Third Edition contains information and guidance that supports all the topics within the 2023 version of the Certified Software Quality Engineer CSQE Body of Knowledge BoK. Armed with the knowledge in this handbook, qualified software quality practitioners will be prepared for the ASQ CSQE exam. It is also helpful for any practitioner or manager who needs to understand the aspects of software quality that impacts their work.

**Creating and Using Virtual Prototyping Software** Douglass E. Post, Richard P. Kendall, 2021-12-28 Develop, Deploy, and Sustain High Performance Virtual Prototyping for Advanced R as well as detailed descriptions of each step in the process with clear rationales and concrete examples. The authors share detailed references, a convenient glossary, and bibliography sidebars on overcoming real-world challenges and more. The book reviews the essentials of computational engineering and science and the pivotal role of virtual prototyping. It helps readers to Plan and manage the paradigm shift from physical to virtual prototyping. Establish, execute, and evolve Agile processes for developing virtual prototyping software. Understand and implement virtual prototyping tools and workflows. Verify and validate prototyping systems to ensure accuracy and utility. Recruit and retain a specialized workforce and train and support users. Explore additional emerging roles for virtual prototyping.

[Business Analysis Agility](#) James



Robertson, Suzanne Robertson, 2018-10-05 Understand and Solve Your Customers Real Problems with Agile Business Analysis To deliver real value you must understand what your customers truly value and solve the problems they really need solved Business analysis can help you do this and it is as crucial in agile environments now as it always has been In Business Analysis Agility leading experts James Robertson and Suzanne Robertson show how to perform business analysis in an agile way trying new things adapting to changes and discoveries staying flexible and being quick Drawing on their unsurpassed experience of hundreds of projects and organizations the Robertsons help you prioritize relentlessly focus investments on delivering value and learn in ways that improve your results Uncover the real customer problems hidden behind assumptions and conventional solutions Hypothesize potential solutions and quickly test them with safe to fail probes Understand how people hardware software organizations and other components come together in an optimal customer experience Write stories that help you find solutions that deliver more value to customers and the business Think about problems and projects in more agile nimble and open minded ways The Robertsons approach to analytical thinking will be valuable to anyone who wants to build better software in agile environments analysts developers team leads project managers software architects and other team members and stakeholders at all levels of experience **Agile Portfolio Management** Klaus

Nielsen, 2021-09-27 Agile Portfolio Management deals with how an organization identifies prioritizes organizes and manages different products This is done in a streamlined way in order to optimize the development of value in a manner that is sustainable in the long run It ensures that a company provides their clients with the best value for their investment A good portfolio manager understands and follows the agile principles while also considering the various factors needed to successfully manage numerous teams and projects The project management offices of many organizations are faced with the reality of more and more agile deliverables as part of agile transformations however they lack the knowledge to perform these tasks Researchers and practitioners have a good understanding of project program and portfolio management from a plan based perspective They have common standards from Axelos PMI and others so they know the best practices The understanding of agile on a team level is fairly mature and the knowledge of more agile teams scaling is increasing However the knowledge of agile portfolio management is still limited The aim of this book is to give the reader an understanding of management of a portfolio of agile deliverables what the options are theory what we know research and what others are doing practice Many organizations in banking or insurance to name a few are in the middle of major agile transformations with limited knowledge of the practice In this book the author collects and analyzes common practices in various industries He provides both theory and through case studies the practical aspects of agile portfolio management **Practical**

**Software Architecture** Tilak Mitra, 2015-11-18 Getting Architecture Just Right Detailed Practical Guidance for Architecting Any Real World IT Project To build effective architectures software architects must tread a fine line between precision and ambiguity a k abig animal pictures This is difficult but crucial Failure to achieve this balance often leads directly to poor

systems design and implementation Now pioneering IBM Distinguished Engineer and Chief Technology Officer Tilak Mitra offers the first complete guide to developing end to end solution architectures that are just enough identifying and capturing the most important artifacts without over engineering or excessive documentation and providing a practical approach to consistent and repeated success in defining software architectures Practical Software Architecture provides detailed prescriptive and pragmatic guidance for architecting any real world IT project regardless of system methodology or environment Mitra specifically identifies the artifacts that require emphasis and shows how to communicate evolving solutions with stakeholders bridging the gap between architecture and implementation Being Agile Leslie Ekas, Scott Will, 2014 Break the Old Waterfall Habits that Hinder Agile Success Drive Rapid Value and Continuous Improvement When agile teams don't get immediate results it's tempting for them to fall back into old habits that make success even less likely In Being Agile Leslie Ekas and Scott Will present eleven powerful techniques for rapidly gaining substantial value from agile making agile methods stick and launching a virtuous circle of continuous improvement Drawing on their experience helping more than 100 teams transition to agile the authors review its key principles identify corresponding practices and offer breakthrough approaches for implementing them Using their techniques you can break typical waterfall patterns and go beyond merely doing agile to actually thinking and being agile Ekas and Will help you clear away silos improve stakeholder interaction eliminate waste and waterfall style inefficiencies and lead the agile transition far more successfully Each of their eleven principles can stand on its own when you combine them they become even more valuable Coverage includes Building whole teams that cut across silos and work together throughout a product's lifecycle Engaging product stakeholders earlier and far more effectively Overcoming inefficient waterfalls and big batch waterfall thinking Getting past the curse of multi tasking Eliminating dangerous technical and project debt Repeatedly deploying release ready software in real user environments Delivering what customers really need not what you think they need Fixing the root causes of problems so they don't recur Learning from experience mastering continuous improvement Assessing whether you're just doing agile or actually being agile Being Agile will be indispensable for all software professionals now adopting agile for coaches managers engineers and team members who want to get more value from it and for students discovering it for the first time

Systems Analysis and Design Alan Dennis, Barbara Wixom, David Tegarden, 2020-11-17 Systems Analysis and Design An Object Oriented Approach with UML Sixth Edition helps students develop the core skills required to plan design analyze and implement information systems Offering a practical hands on approach to the subject this textbook is designed to keep students focused on doing SAD rather than simply reading about it Each chapter describes a specific part of the SAD process providing clear instructions a detailed example and practice exercises Students are guided through the topics in the same order as professional analysts working on a typical real world project Now in its sixth edition this edition has been carefully updated to reflect current methods and practices in SAD and prepare students for their future roles as systems analysts

Every essential area of systems analysis and design is clearly and thoroughly covered from project management to analysis and design modeling to construction installation and operations The textbook includes access to a range of teaching and learning resources and a running case study of a fictitious healthcare company that shows students how SAD concepts are applied in real life scenarios     Essentials of Agile Transformation Urmila Kandha, 2018-06-26 Essentials of Agile Transformation is your roadmap to successfully transforming your organization to an Agile culture Veteran agile coach Urmila Kandha shares her perspectives with you on what are the crucial elements of an agile transformation Focussing on the cultural transformation will help you bridge the chasm between doing agile and being agile Who should read this book Practitioners Project Managers or Transition Managers struggling to transition to Agile Startup enthusiasts who want to stay nimble and deliver accelerated business value CXOs struggling to establish an Agile culture Anyone who needs tried and tested tips and proven techniques from practitioners coaches and industry veterans on transformation to help them boost their efforts to transform What's inside Tete a tete with 7 Industry Veterans on Agile Transformation Leadership Behaviours for Transformation Success Mindset Transformation Nurturing High Performance Teams Choice of Frameworks Strategizing Agility at Scale and much more Read on to make Agility the new normal of your organization

## The Enigmatic Realm of **Disciplined Agile Delivery A Practitioners Guide To Software In The Enterprise Mark Lines**: Unleashing the Language is Inner Magic

In a fast-paced digital era where connections and knowledge intertwine, the enigmatic realm of language reveals its inherent magic. Its capacity to stir emotions, ignite contemplation, and catalyze profound transformations is nothing lacking extraordinary. Within the captivating pages of **Disciplined Agile Delivery A Practitioners Guide To Software In The Enterprise Mark Lines** a literary masterpiece penned by a renowned author, readers set about a transformative journey, unlocking the secrets and untapped potential embedded within each word. In this evaluation, we shall explore the book is core themes, assess its distinct writing style, and delve into its lasting affect the hearts and minds of those who partake in its reading experience.

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### Disciplined Agile Delivery A Practitioners Guide To Software In The Enterprise Mark Lines Introduction

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