

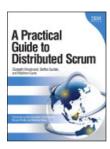
**Disciplined Agile Delivery** 

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

Scott W. Ambler • Mark Lines

Foreword by Dave West

# Related Books of Interest



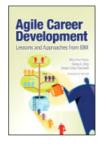
# A Practical Guide to Distributed Scrum

By Elizabeth Woodward, Steffan Surdek, and Matthew Ganis

ISBN-13: 978-0-13-704113-8

This is the first comprehensive, practical guide for Scrum practitioners working in large-scale distributed environments. Written by three of IBM's leading Scrum practitioners—in close collaboration with the IBM QSE Scrum Community of more than 1,000 members worldwide—this book offers specific, actionable guidance for everyone who wants to succeed with Scrum in the enterprise.

Readers will follow a journey through the lifecycle of a distributed Scrum project, from envisioning products and setting up teams to preparing for Sprint planning and running retrospectives. Using real-world examples, the book demonstrates how to apply key Scrum practices, such as look-ahead planning in geographically distributed environments. Readers will also gain valuable new insights into the agile management of complex problem and technical domains.



#### Agile Career Development Lessons and Approaches from IBM

By Mary Ann Bopp, Diana A. Bing, Sheila Forte-Trammell ISBN-13: 978-0-13-715364-0

#### Supercharge Performance by Linking Employee-Driven Career Development with Business Goals

How do you make career development work for both the employee and the business? IBM® has done it by tightly linking employee-driven career development programs with corporate goals. In *Agile Career Development*, three of IBM's leading HR innovators show how IBM has accomplished this by illustrating various lessons and approaches that can be applied to other organizations as well. This book is for every HR professional, learning or training manager, executive, strategist, and any other business leader who wants to create a high-performing organization.

# Disciplined Agile Delivery: A Practitioner's Guide to Agile Software Delivery in the Enterprise

# **Table of Contents**

#### Contents

Part 1: Introduction to Disciplined Agile Delivery (DAD)

Chapter 1 Disciplined Agile Delivery in a Nutshell

Context CountsThe Agile Scaling Model

What Is the Disciplined Agile Delivery (DAD) Process Framework?

People First

Learning Oriented

Agile

A Hybrid Process Framework

IT Solutions over Software

Goal-Driven Delivery Lifecycle

**Enterprise Aware** 

Risk and Value Driven

Scalable

**Concluding Thoughts** 

Additional Resources

#### Chapter 2 Introduction to Agile and Lean

Toward a Disciplined Agile Manifesto

Disciplined Agile Values

Disciplined Agile Principles

Lean Principles

Reality over Rhetoric



Concluding Thoughts

Additional Resources

#### Chapter 3 Foundations of Disciplined Agile Delivery

The Terminology Tar Pit

Scrum

Extreme Programming (XP)

Agile Modeling (AM)

Agile Data

Lean Software Development

**IBM Practices** 

Open Unified Process (OpenUP)

And Others

Those Who Ignore Agile Practices Put Their Business at Risk

Concluding Thoughts

Additional Resources

#### Part 2: People First

#### Chapter 4 Roles, Rights, and Responsibilities

The Rights of Everyone

The Responsibilities of Everyone

The DAD Roles

**Concluding Thoughts** 

Additional Resources

#### Chapter 5 Forming Disciplined Agile Delivery Teams

Strategies for Effective Teams

The Whole Team

Team Organization Strategies

**Building Your Team** 

Interacting with Other Teams

Concluding Thoughts



Additional Resources

#### Part 3: Initiating a Disciplined Agile Delivery Project

#### Chapter 6 The Inception Phase

How the Inception Phase Works

Aligning with the Rest of the Enterprise

Securing Funding

Other Inception Activities

When Do You Need an Inception Phase?

**Inception Phase Patterns** 

Inception Phase Anti-Patterns

Concluding Thoughts

Additional Resources

#### Chapter 7 Identifying a Project Vision

Whats in a Vision?

How Do You Create a Vision?

Capturing Your Project Vision

Bringing Stakeholders to Agreement Around the Vision

**Concluding Thoughts** 

Additional Resources

#### Chapter 8 Identifying the Initial Scope

Choosing the Appropriate Level of Initial Detail

Choosing the Right Types of Models

Choosing a Modeling Strategy

Choosing a Work Item Management Strategy

Choosing a Strategy for Nonfunctional Requirements

**Concluding Thoughts** 

Additional Resources

Chapter 9 Identifying an Initial Technical Strategy



Choosing the Right Level of Detail

Choosing the Right Types of Models

Choosing a Modeling Strategy

Architecture Throughout the Lifecycle

**Concluding Thoughts** 

Additional Resources

#### Chapter 10 Initial Release Planning

Who Does the Planning?

Choosing the Right Scope for the Plan

Choosing a General Planning Strategy

**Choosing Cadences** 

Formulating an Initial Schedule

Estimating the Cost and Value

Identifying Risks

**Concluding Thoughts** 

Additional Resources

#### Chapter 11 Forming the Work Environment

Forming the Team

**Choosing Your Toolset** 

Organizing Physical Work Environments

Organizing Virtual Work Environments

Visual Management

Adopting Development Guidelines

**Concluding Thoughts** 

Additional Resources

#### Chapter 12 Case Study: Inception Phase

Introducing the AgileGrocers POS Case Study

Developing a Shared Vision

Requirements Envisioning



Creating the Ranked Work Item List of User Stories to Implement the Solution

Architecture Envisioning

Release Planning

Other Inception Phase Activities

Alternative Approach to Running Your Inception Phase

Concluding the Inception Phase

**Concluding Thoughts** 

#### Part 4: Building a Consumable Solution Incrementally

#### Chapter 13 The Construction Phase

How the Construction Phase Works

The Typical Rhythm of Construction Iterations

The Risk-Value Lifecycle

When Are You Ready to Deploy?

Construction Patterns

Construction Anti-Patterns

Concluding Thoughts

#### Chapter 14 Initiating a Construction Iteration

Why Agile Planning Is Different

Iteration Planning

Visualizing Your Plan

Look-Ahead Planning and Modeling

Concluding Thoughts

Additional Resources

#### Chapter 15 A Typical Day of Construction

Planning Your Teams Work for the Day

Collaboratively Building a Consumable Solution

Ongoing Activities Throughout the Day

A Closer Look at Critical Agile Practices



Stabilizing the Days Work

Concluding Thoughts

Additional Resources

#### Chapter 16 Concluding a Construction Iteration

Demonstrate the Solution to Key Stakeholders

Learn from Your Experiences

Assess Progress and Adjust Release Plan if Necessary

Assess Remaining Risks

**Deploy Your Current Build** 

**Determine Strategy for Moving Forward** 

Concluding Thoughts

Additional Resources

#### Chapter 17 Case Study: Construction Phase

Continuing Our Scenario with the AgileGrocers POS Case Study

Planning the Iterations Work

Subsequent Construction Iterations

Other Construction Phase Activities

Concluding the Construction Phase Iterations

**Concluding Thoughts** 

#### Part 5: Releasing the Solution

#### Chapter 18 The Transition Phase

How the Transition Phase Works

Planning the Transition Phase

**Ensuring Your Production Readiness** 

Preparing Your Stakeholders for the Release

Deploying the Solution

Are Your Stakeholders Delighted?

Transition Phase Patterns

Transition Phase Anti-Patterns



Concluding Thoughts

Additional Resources

#### Chapter 19 Case Study: Transition Phase

Planning the Phase

Collaborating to Deploy the Solution

AgileGrocers Delight

**Concluding Thoughts** 

#### Part 6: Disciplined Agile Delivery in the Enterprise

#### Chapter 20 Governing Disciplined Agile Teams

What Should Governance Address?

Why Is Governance Important?

Why Traditional Governance Strategies Wont Work

Agile Governance

Agile Practices That Enable Governance

Fitting in with the Rest of Your IT Organization

Measuring Agile Teams

Risk Mitigation

**Concluding Thoughts** 

Additional Resources

#### Chapter 21 Got Discipline?

Agile Practices Require Discipline

Reducing the Feedback Cycle Requires Discipline

Continuous Learning Requires Discipline

Incremental Delivery of Consumable Solutions Requires Discipline

Being Goal-Driven Requires Discipline

Enterprise Awareness Requires Discipline

Adopting a Full Lifecycle Requires Discipline

Streamlining Inception Requires Discipline

Streamlining Transition Requires Discipline



Adopting Agile Governance Requires Discipline Moving to Lean Requires Discipline Concluding Thoughts Additional Resources

Index

