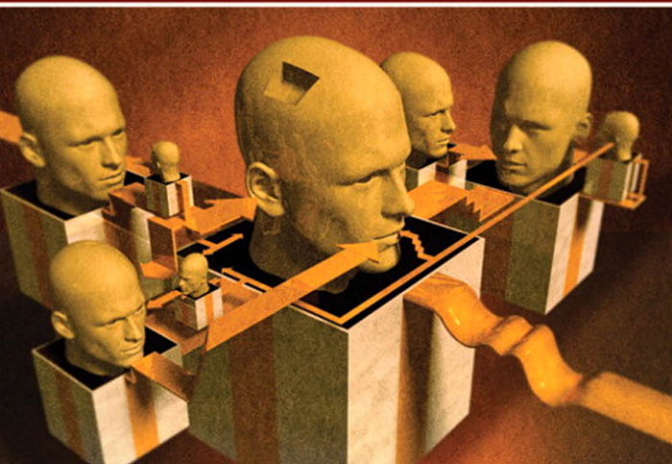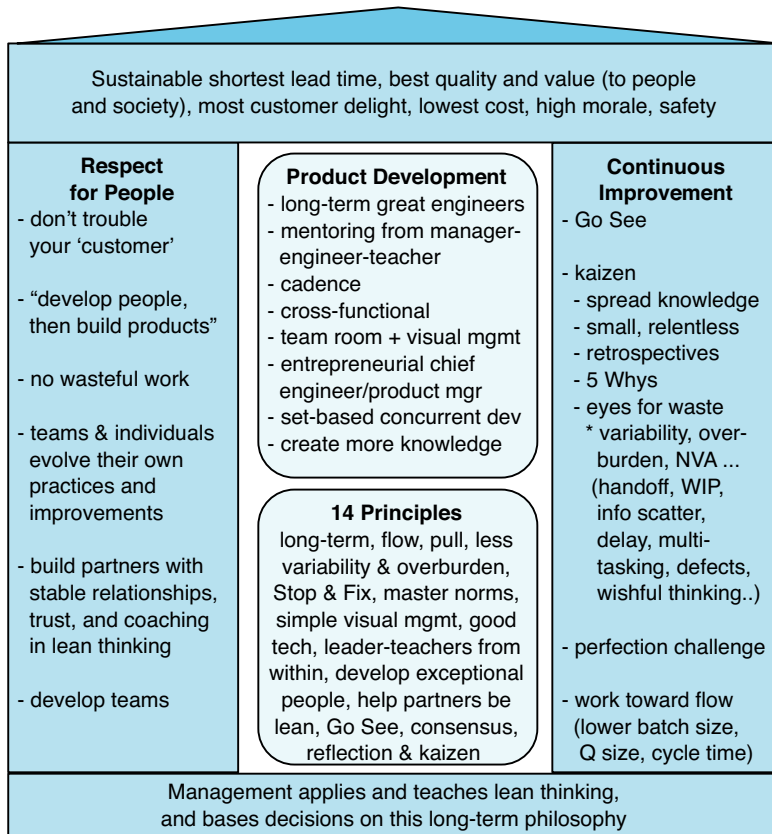# Scaling Lean & Agile Development

Thinking and Organizational Tools for Large-Scale Scrum

Craig Larman

Bas Vodde

THE LEAN THINKING HOUSE

Sustainable shortest lead time, best quality and value (to people and society), most customer delight, lowest cost, high morale, safety

Respect for People

- don't trouble your 'customer'

- "develop people, then build products"

- no wasteful work

- teams & individuals evolve their own practices and improvements

- build partners with stable relationships, trust, and coaching in lean thinking

- develop teams

Product Development
- long-term great engineers
- mentoring from manager-engineer-teacher
- cadence
- cross-functional
- team room + visual mgmt
- entrepreneurial chief engineer/product mgr
- set-based concurrent dev
- create more knowledge

14 Principles
long-term, flow, pull, less variability & overburden, Stop & Fix, master norms, simple visual mgmt, good tech, leader-teachers from within, develop exceptional people, help partners be lean, Go See, consensus, reflection & kaizen

Continuous Improvement
- Go See

- kaizen
  - spread knowledge
  - small, relentless
  - retrospectives
  - 5 Whys
  - eyes for waste
   * variability, over-burden, NVA ... (handoff, WIP, info scatter, delay, multi-tasking, defects, wishful thinking..)

- perfection challenge

- work toward flow (lower batch size, Q size, cycle time)

Management applies and teaches lean thinking, and bases decisions on this long-term philosophy

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