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Dean Leffingwell, creator of SAFe®, is widely recognized as the one of the world's foremost authorities on Lean-Agile best practices. He is an author, serial entrepreneur, and software systems development methodologist. His two best-selling books, *Agile Software Requirements: Lean Requirements Practices for Teams, Programs, and the Enterprise* (Addison-Wesley, 2011), and *Scaling Software ...*

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further benefits: reduced time-to-market, improved quality, stronger alignment across geographically distributed multi-disciplinary teams, and collaboration across teams to deliver meaningful value to customers with reduced cycle time.” –Sundaresan Jagadeesan, SW CoE Program Director, Philips To succeed in today’s adapt-or-die marketplace, businesses must be able to rapidly change the way they create and deliver value to their customers. Hundreds of the world’s most successful companies—including Intel, Capital One, AstraZeneca, Cisco, and Philips—have turned to the Scaled Agile Framework® (SAFe®)

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to achieve agility at scale and maintain a competitive edge. SAFe® 4.5 Distilled: Applying the Scaled Agile Framework® for Lean Enterprises explains how adopting SAFe can quickly improve time to market and increase productivity, quality, and employee engagement. In this book, you will Understand the business case for SAFe: its benefits, the problems it solves, and how to apply it Get an overview of SAFe across all parts of the business: team, program, value stream, and portfolio Learn why SAFe works: the power of SAFe's Lean-Agile mindset, values, and principles Discover how systems thinking,

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about learning and implementing the world's leading framework for enterprise agility. Inside, you'll find complete coverage of the scaledagileframework.com knowledge base, the website that thousands of the world's largest brands turn to for building better software and systems. SAFe 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, Large Solution, Program, and Team levels, including the

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various roles, activities, and artifacts that constitute the Framework. Education & Training Key to Success The practice of SAFe is spreading rapidly throughout the world. The majority of Fortune 100 companies have certified SAFe professionals and consultants, as do an increasing percentage of the Global 2000. Case study results-visit scaledagileframework.com/case-studies typically include: 30 – 75% faster time-to-market 25 – 75% increase in productivity 20 – 50% improvements in quality 10 – 50% increased employee engagement Successful implementations may vary in context but share a common attribute:

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“We need better approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile

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methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation.”

–From the Foreword by Don Reinertsen, President of Reinertsen & Associates; author of *Managing the Design Factory*; and leading expert on rapid product development Effective requirements discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile approaches, the absence of

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effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In Agile Software Requirements, Dean Leffingwell shows exactly how to create effective requirements in Agile environments. Part I presents the “big picture” of Agile requirements in the enterprise, and describes an overall process model for Agile requirements at the project team, program, and portfolio levels Part II describes a simple and lightweight, yet comprehensive model that Agile project teams can use to manage requirements Part III shows how to develop Agile requirements for complex

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systems that require the cooperation of multiple teams Part IV guides enterprises in developing Agile requirements for ever-larger “systems of systems,” application suites, and product portfolios This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You’ll find proven solutions you can apply right now—whether you’re a software developer or tester, executive, project/program manager, architect, or team leader.

“Companies have been implementing large agile

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projects for a number of years, but the 'stigma' of 'agile only works for small projects' continues to be a frequent barrier for newcomers and a rallying cry for agile critics. What has been missing from the agile literature is a solid, practical book on the specifics of developing large projects in an agile way. Dean Leffingwell's book *Scaling Software Agility* fills this gap admirably. It offers a practical guide to large project issues such as architecture, requirements development, multi-level release planning, and team organization. Leffingwell's book is a necessary guide for large projects and

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large organizations making the transition to agile development.” –Jim Highsmith, director, Agile Practice, Cutter Consortium, author of Agile Project Management “There’s tension between building software fast and delivering software that lasts, between being ultra-responsive to changes in the market and maintaining a degree of stability. In his latest work, *Scaling Software Agility*, Dean Leffingwell shows how to achieve a pragmatic balance among these forces. Leffingwell’s observations of the problem, his advice on the solution, and his description of the resulting best practices come from

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experience: he's been there, done that, and has seen what's worked." —Grady Booch, IBM Fellow Agile development practices, while still controversial in some circles, offer undeniable benefits: faster time to market, better responsiveness to changing customer requirements, and higher quality. However, agile practices have been defined and recommended primarily to small teams. In *Scaling Software Agility*, Dean Leffingwell describes how agile methods can be applied to enterprise-class development. Part I provides an overview of the most common and effective agile methods. Part II describes seven best

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practices of agility that natively scale to the enterprise level. Part III describes an additional set of seven organizational capabilities that companies can master to achieve the full benefits of software agility on an enterprise scale. This book is invaluable to software developers, testers and QA personnel, managers and team leads, as well as to executives of software organizations whose objective is to increase the quality and productivity of the software development process but who are faced with all the challenges of developing software on an enterprise scale.

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In The ART of Avoiding a Train Wreck, Em and Adrienne share their “trade secrets” for launching and operating powerful and effective Agile Release Trains. There's a lot at stake when launching an Agile Release Train. When taking on an Enterprise Lean-Agile Transformation you only get one shot at a first impression. Runaway trains are expensive. Money gets wasted, time gets lost and the reputational damage can take years to repair. Going well beyond the standard SAFe training, this book deep dives into the practical tips and tricks that only over 15

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years of combined real world experience can teach. You will learn how to get a ticket on the SAFe railway, load the cargo on your train, set the timetable, SAFely board and stay on the tracks. No matter your context, you are sure to find plenty of actionable ideas for launching and operating Agile Release Trains.

From near-extinction in the early eighties, Harley-Davidson rose to worldwide recognition and is still today one of the great, iconic American motorcycle brands. In this insider guide, former Harley-Davidson executive

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Dantar Oosterwal offers an exclusive look at how Harley-Davidson was able to adapt in an ever-changing world to stay on top and stay in existence. In *The Lean Machine*, readers learn about Harley-Davidson's secret weapon and go-to formula for outstanding success: Knowledge-Based Product Development. Rooted in Japanese productivity improvement techniques, this method helped Harley realize an unprecedented fourfold increase in throughput in half the time--powering annual growth of more than ten percent. Winner of the 2017 Shingo Prize for Literature, *The Lean Machine*--which is part business journal,

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using UML 2.0 and prior versions of the UML. Some readers will want to quickly get up to speed with the UML 2.0 and learn the essentials of the UML. Others will use this book as a handy, quick reference to the most common parts of the UML. The author delivers on both of these promises in a short, concise, and focused presentation. This book describes all the major UML diagram types, what they're used for, and the basic notation involved in creating and deciphering them. These diagrams include class, sequence, object, package, deployment, use case, state machine, activity, communication, composite

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structure, component, interaction overview, and timing diagrams. The examples are clear and the explanations cut to the fundamental design logic. Includes a quick reference to the most useful parts of the UML notation and a useful summary of diagram types that were added to the UML 2.0. If you are like most developers, you don't have time to keep up with all the new innovations in software engineering. This new edition of Fowler's classic work gets you acquainted with some of the best thinking about efficient object-oriented software design using the UML--in a convenient format that will be essential to

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