

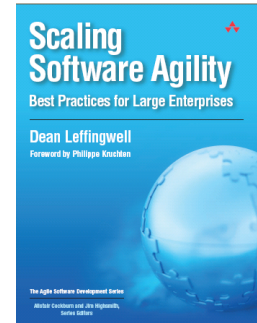
Lean|Agile Enterprise Leadership Workshop

Leading an Effective Lean and Agile Software Transformation

A Two-Day Workshop for Managers, by Dean Leffingwell

This two-day leadership workshop is intended for managers, executives and team leads that are considering or implementing a lean or agile transformation, as well as for those leaders of any software organization needing a step-change improvement in software development productivity and quality.

The workshop is an interactive, experiential-based format with tutorial and hands-on exercises, coupled with ample opportunities for discussion of applicability to the company's current software development challenges and context.



Learning Objectives

1. Provide a principled, lean and flow-based product development foundation for improving competitiveness, economics and return on investment in product development
2. Introduce basic and advanced agile principles and practices as a contextual reference for a large-scale agile software development transformation
3. Introduce and experience Scrum as a potential mechanism for implementing team-level software agility
4. Introduce and explore the Agile Release Train as a means to provide strategic alignment and visibility across the enterprise
5. Introduce the agile technical and quality practices necessary for software teams to reach their highest productivity and quality potential
6. Provide a leadership framework that helps management facilitate an effective, large-scale, lean and agile transformation

Workshop Content

The workshop is built in a modular format; the length of each module can be tailored to the specific needs of the attendees:

Module I – Introduction to Lean Thinking and Product Development Flow

In this module, Leffingwell describes the principles and practices of lean thinking, and introduces value stream analysis as a tool for understanding how to shorten the time from customer request to feature delivery. In addition, this module introduces eight core principles for achieving the economic benefits of continuous product development flow.

Module II – Scaling Software Agility: Best Practices for Large Enterprises

In Module 2, Leffingwell describes the fundamentals of software agility, as a “software instance of lean thinking” and highlights proven practices that enterprises have used to successfully scale agile adoption to teams of teams and the full enterprise. Advanced topics include lean requirements and portfolio

management, intentional architecture, managing organizational change and measuring business performance.

Module III – Experiencing Scrum

In this portion of the workshop, Leffingwell introduces the attendees to the principles and practices of Scrum. This portion of the workshop is experiential in nature; in addition to theory, attendees will experience a short “sprint”. The lessons learned will enhance their personal understanding of agile and Scrum.

Module IV – Agile Technical Practices

Scrum provides many enterprises with the basic project management practices that teach teams self-organization, focus, incremental value delivery and accountability to objectives. However, without constantly improving technical practices, agile teams will not necessarily achieve their ultimate potential performance. In this module, Leffingwell introduces agile technical practices, including continuous integration, peer review, collective ownership and test-driven development.

Module V –The Agile Release Train

In this module, Leffingwell describes how enterprises can align agile teams to a common mission and vision and use cadence, synchronization and rolling-wave release planning to achieve product development flow. This module also introduces extended agile planning, estimating and portfolio management tools to help define release objectives and manage successful release execution.

Module VI – Agile Leadership: Building High Performance Teams.

In this module, Leffingwell explores the principles of agile leadership. Subtopics include the following:

- **Managers as Agile Leaders**
- **Measuring Agile Progress**
- **Coaching Agile Teams**
- **Five Dysfunctions of a Team**
- **Problem Solving Workshop**

The module ends with a problem solving exercise, introducing specific lean-based tools for problem solving, which can be used by managers to help teams self-analyze and self-correct the substantial challenges they face. The format for this ending exercise focuses on addressing specific challenges the attendees face within their current business context.

About the Instructor:

Dean Leffingwell, author of *Scaling Software Agility: Best Practices for Large Enterprises*, from Addison-Wesley, is a renowned software development executive, methodologist and team coach. He is the former founder and CEO of Requisite, Inc., and a former Rational Software Vice President where he was responsible for the Rational Unified Process. He has also served as chief methodologist to Rally Software. In the last few years, Mr. Leffingwell has applied his experience to the challenge of implementing agile methods at a number of large, distributed, multinational corporations. Mr. Leffingwell is also the lead author of the text *Managing Software Requirements: A Use Case Approach*. He is working on his next book *Agile Requirements: Lean Requirements Practices for Teams, Programs and the Enterprise*, due from Addison-Wesley in 2010.