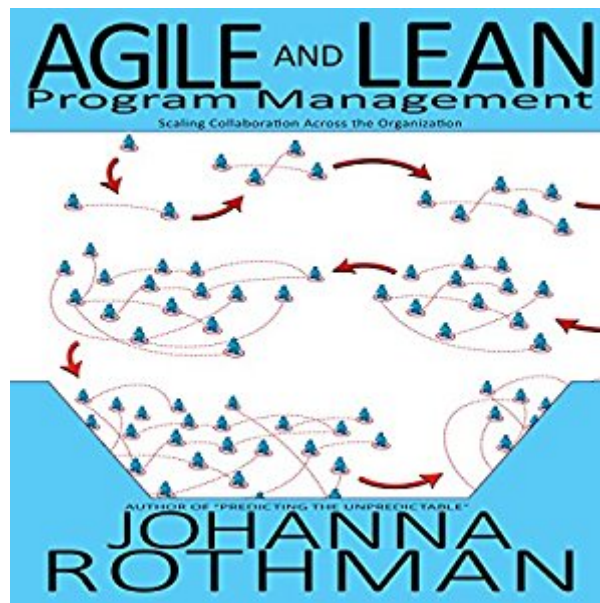




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# Agile And Lean Program Management: Scaling Collaboration Across The Organization



## Synopsis

Scale collaboration, not process. If you're trying to use agile and lean at the program level, you've heard of several approaches, all about scaling processes. If you duplicate what one team does for several teams, you get bloat, not delivery. Instead of scaling the process, scale everyone's collaboration. With autonomy, collaboration, and exploration, teams and program level people can decide how to apply agile and lean to their work. Learn to collaborate around deliverables, not meetings. Learn which measurements to use and how to use those measures to help people deliver more of what you want (value) and less of what you don't want (work in progress). Create an environment of servant leadership and small-world networks. Learn to enable autonomy, collaboration, and exploration across the organization and deliver your product. Scale collaboration with agile and lean program management and deliver your product.

## Book Information

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## Customer Reviews

Solid book on all agile concepts and how to navigate program mgmt.

I thoroughly enjoyed reading this book. It offered great advice for not just the structure of the program team but best practices and trouble-shooting for each role in the team and offered alternate ways of working based on the needs and maturity of your organization.

Whether you are coming from the Agile side of the house, or have a more traditional background, Johanna Rothman's Agile and Lean Program Management is something you are going to want to have on hand if you are trying to manage work at the program and portfolio level within a work context that incorporates Agile and Lean practices. The book offers an explanation of how to go about setting up your program environment in a very clear and pragmatic way. The author's range of experience in both legacy and Agile methods is a great help here as she offers explanations as to why certain approaches are more likely to lead to successful outcomes than others and provides anecdotes highlighting these points. Those new to Agile, or who feel that the language used by Agilists can be a bit daunting, should find the explanations easy to understand as they are provided in a concise manner that doesn't get too twisted up in jargon. One of the aspects of the book I found to be the most valuable was the explanation of signs, symptoms, and indicators of potential dysfunction. This is one of the main reasons I am going to be recommending this book to my Certified Scrum Master and Certified Scrum Product Owner students. Another very important aspect of the book is the balance that is struck between a tactical explanation of how to set things up from an Agile perspective, her incorporation of some traditional practices she has found valuable (like maintaining a risk register), and her approach to soft skill topics like Servant Leadership. If you are familiar with Ms. Rothman's work, this will not come as a surprise, but her ability to balance these is a rare thing that can make a topic like Agile Program Management a little more accessible. I think for many of those who are on the path to Agile, the final three sections of the book may prove to be the most valuable. The sections on troubleshooting issues with Agile Teams and how to work with Agile in a non-Agile environment provide a great deal of sound advice based on years of experience. Finally, in the chapter on what to do if you are interested in Agile, but can't see how it would work in your organization or can't determine how you should get started, the author explains how to set up some basic experiments that may help demonstrate the value of an Agile approach to work. Dave Prior

this is a great book, starting with the phrase "Scaled agile is simply program management". This book helped me to communicate with others around why having a PMO was not a bad but a great idea in a growing agile company, and she has great insight into how to solve common challenges. Also highly recommend Daniel Vacanti's work.

I have read a number of Johanna Rothman's books. This one fills a big void in the agile community talking about agile and lean at scale without all of the silliness of the scaling frameworks. Practical

advice with well written prose. She explains very clearly a lot of concepts that I had always thought, but had a hard time expressing. If you're looking to run an agile program, this is the book for you. For such a low price, this will save you from making disastrous mistakes.

I have over 6 years of Agile PM experience but only a couple years of Scaled Agile - so there's still a lot I can learn. The book does a great job at highlighting some techniques and tools, and provides examples that can be leveraged, for Agile efforts at the scaled or program level. Great for refining skills and adding to the toolbox.

A great practical guide to the fundamentals of program management using agile and lean principles. From defining what program management is to laying out how to start, implement, and deliver a program of work, Johanna brings clarity to the often complex dynamics programs can present. I'll definitely use it as a reference for current and future work. Quick and easy read. Highly recommended along with her other titles.

Excellent, practical advice on how to run programs with the principles of both Agile and Lean. Johanna's style of writing is to the point, and she, most importantly, explains the "why" behind she's sharing the practice. This book, as well as her other titles, are a refreshing take on how a modern program/project management approach can be a benefit (vs. a hinderance) to the development process.

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