

scaled agile lean portfolio management

Scaled Agile Lean Portfolio Management: Navigating Strategy and Execution with Agility

scaled agile lean portfolio management is transforming how organizations align strategy with execution in today's fast-paced business environment. As companies strive to deliver value faster and respond to market changes dynamically, traditional portfolio management approaches often fall short. This is where the integration of scaled agile principles with lean portfolio management techniques comes into play, enabling enterprises to manage multiple initiatives efficiently while maintaining strategic focus and adaptability.

In this article, we'll explore what scaled agile lean portfolio management entails, why it's becoming essential for modern enterprises, and how organizations can implement it effectively to drive value, improve governance, and foster continuous innovation.

Understanding Scaled Agile Lean Portfolio Management

At its core, scaled agile lean portfolio management (LPM) combines the principles of agile methodologies, typically used at the team level, with lean thinking and portfolio management practices that oversee an organization's entire set of projects and programs. The goal is to create a flexible framework that supports the delivery of strategic outcomes rather than just focusing on outputs.

Unlike traditional portfolio management, which often emphasizes strict control, upfront planning, and rigid budgeting, LPM encourages adaptability, decentralized decision-making, and continuous feedback loops. This approach aligns portfolio investments with evolving customer needs and business priorities, ensuring that resources are allocated to the most valuable initiatives.

Key Elements of Lean Portfolio Management

Lean portfolio management typically revolves around three critical dimensions:

- **Strategy and Investment Funding:** Defining strategic themes and allocating budgets to initiatives that align with the organization's vision.
- **Agile Portfolio Operations:** Coordinating the flow of work across multiple agile release trains (ARTs) or teams to ensure alignment and optimize delivery.
- **Lean Governance:** Implementing lightweight governance mechanisms that emphasize outcomes,

metrics, and compliance without stifling agility.

When these elements are scaled across the enterprise using frameworks like SAFe (Scaled Agile Framework), organizations gain the ability to manage complex portfolios with transparency and responsiveness.

Why Organizations Are Embracing Scaled Agile Lean Portfolio Management

Businesses today face unprecedented challenges: rapidly changing markets, evolving customer expectations, and the need to innovate continuously. Traditional portfolio management methods, often characterized by fixed annual budgets and waterfall project tracking, can hinder responsiveness and delay value delivery.

Scaled agile lean portfolio management addresses these issues by:

- **Enabling Faster Decision-Making:** Decentralized funding and governance allow teams to pivot quickly based on real-time feedback.
- **Improving Visibility and Transparency:** Continuous tracking of value streams and work in progress helps stakeholders understand portfolio health at a glance.
- **Aligning Work with Strategy:** Regularly revisiting strategic themes ensures that portfolio investments remain relevant as business goals evolve.
- **Enhancing Collaboration:** Breaking down silos between business and technology teams fosters shared ownership of outcomes.

By adopting scaled agile lean portfolio management, organizations can better balance the need for innovation with prudent risk management, ultimately driving sustainable business growth.

Implementing Scaled Agile Lean Portfolio Management

Transitioning to lean portfolio management within a scaled agile context is not simply about adopting new tools or processes—it requires a cultural shift and a commitment to continuous improvement.

Step 1: Define Strategic Themes and Value Streams

The foundation of effective portfolio management lies in clearly articulating strategic themes—high-level business objectives that guide investment decisions. These themes should be measurable and reflect customer-centric priorities.

Next, organizations identify value streams, which represent the series of steps that deliver value to customers. Mapping value streams helps in organizing teams and funding around delivering end-to-end solutions rather than isolated projects.

Step 2: Establish Lean Budgets and Guardrails

Instead of rigid, fixed budgets, lean portfolio management advocates for lean budgets that provide funding guardrails while empowering teams to make investment decisions within those limits. This approach reduces delays associated with budget approvals and enables rapid reallocation of funds based on changing priorities.

Guardrails ensure compliance and risk management by setting boundaries around spending, regulatory requirements, and architecture standards.

Step 3: Implement Agile Portfolio Operations

Agile portfolio operations focus on synchronizing the delivery efforts across multiple agile teams or ARTs. This involves fostering collaboration between portfolio managers, release train engineers, product managers, and other key roles.

Regular portfolio sync meetings, metrics tracking, and continuous backlog refinement are essential practices that keep the portfolio aligned and responsive.

Step 4: Adopt Lean Governance Practices

Lean governance shifts the focus from rigid adherence to plans toward measuring outcomes and value delivery. Key practices include:

- Using quantitative metrics such as flow efficiency, lead time, and return on investment (ROI).
- Incorporating feedback loops to assess the impact of portfolio decisions.

- Ensuring compliance through lightweight audits and reviews that do not impede agility.

This balance between oversight and flexibility is critical for maintaining trust while enabling innovation.

Common Challenges and Tips for Success

While scaled agile lean portfolio management offers many benefits, organizations may encounter obstacles during adoption.

Challenge: Resistance to Change

People accustomed to traditional portfolio management may resist the shift toward decentralized decision-making and lean budgeting.

Tip: Engage stakeholders early, communicate the benefits clearly, and provide training to build confidence in new processes.

Challenge: Aligning Diverse Teams

Coordinating multiple agile teams working on different parts of the portfolio can be complex.

Tip: Use value stream mapping and regular portfolio syncs to maintain alignment and foster transparency.

Challenge: Measuring Value Effectively

Tracking the right metrics without overwhelming teams is a delicate balance.

Tip: Focus on a few key performance indicators (KPIs) that reflect customer value and business outcomes, and review them frequently.

The Role of Technology in Lean Portfolio Management

Modern software tools play a vital role in enabling scaled agile lean portfolio management. Platforms

designed for agile portfolio management offer features such as:

- Real-time visibility into work status and resource allocation.
- Integration with agile project management tools to synchronize team-level work with portfolio objectives.
- Analytics and reporting capabilities that support data-driven decision-making.
- Support for lean budgeting and forecasting processes.

Choosing the right technology stack can accelerate adoption and enhance governance without adding unnecessary complexity.

Looking Ahead: The Future of Portfolio Management

As organizations continue to embrace digital transformation, the demand for more agile, lean approaches to portfolio management will only grow. Scaled agile lean portfolio management represents a pragmatic evolution that balances strategic intent with execution agility.

By fostering a culture of continuous learning, transparency, and customer focus, companies can position themselves to thrive amid uncertainty and accelerate their journey from ideas to outcomes.

Ultimately, scaled agile lean portfolio management is not just a framework or methodology—it's a mindset that encourages organizations to rethink how they invest, govern, and deliver value in an ever-changing world.

Frequently Asked Questions

What is Scaled Agile Lean Portfolio Management (LPM)?

Scaled Agile Lean Portfolio Management (LPM) is a set of practices within the Scaled Agile Framework (SAFe) that aligns strategy and execution by applying lean and agile principles to portfolio management, enabling organizations to manage and fund a portfolio of initiatives efficiently while maximizing value delivery.

How does Lean Portfolio Management improve strategic alignment?

Lean Portfolio Management improves strategic alignment by ensuring that portfolio initiatives and epics are directly linked to the organization's strategic themes and objectives, enabling continuous prioritization and funding adjustments based on value, risk, and capacity.

What are the key components of Lean Portfolio Management in SAFe?

The key components of Lean Portfolio Management in SAFe include Strategy and Investment Funding, Agile Portfolio Operations, and Lean Governance, which together help organizations manage budgets, coordinate cross-team efforts, and ensure compliance while maintaining agility.

How does Lean Portfolio Management support budgeting and funding?

Lean Portfolio Management supports budgeting and funding through dynamic, lean budgeting approaches that allocate funds to value streams instead of projects, allowing for flexible funding adjustments, reduced overhead, and faster response to changing business needs.

What role do Agile Release Trains (ARTs) play in Lean Portfolio Management?

Agile Release Trains (ARTs) are the primary value delivery mechanisms in Lean Portfolio Management; LPM coordinates and funds ARTs to ensure they align with portfolio strategy and deliver continuous value, while managing dependencies and optimizing flow across the portfolio.

Additional Resources

Scaled Agile Lean Portfolio Management: Transforming Enterprise Agility and Strategic Alignment

scaled agile lean portfolio management has emerged as a critical discipline for organizations striving to align strategic objectives with agile execution at scale. As enterprises grapple with the complexities of digital transformation, evolving market demands, and the need for faster delivery cycles, traditional portfolio management approaches often fall short. Scaled Agile Lean Portfolio Management (LPM) offers a robust framework that integrates lean principles with agile methodologies, enabling enterprises to optimize value streams, enhance governance, and maintain strategic alignment across multiple agile release trains (ARTs).

This article delves into the core facets of scaled agile lean portfolio management, exploring its foundational concepts, practical applications, and the transformative impact it has on organizational agility. By examining how LPM harmonizes strategy, funding, and execution, readers will gain insights into why this approach is increasingly adopted by leading enterprises worldwide.

Understanding Scaled Agile Lean Portfolio Management

At its essence, scaled agile lean portfolio management extends the principles of Lean and Agile beyond individual teams to the enterprise portfolio level. It addresses the challenges of coordinating multiple teams, managing cross-functional dependencies, and ensuring that investments align with overarching business goals. Unlike traditional portfolio management, which often emphasizes rigid planning and control, LPM fosters continuous flow, decentralized decision-making, and customer-centric value delivery.

Lean Portfolio Management is a core competency within the Scaled Agile Framework (SAFe), designed to support enterprises in adopting agility at scale. By focusing on three dimensions—strategy and investment funding, Agile portfolio operations, and lean governance—LPM provides a comprehensive structure for guiding portfolio decision-making and execution.

Strategic Alignment and Investment Funding

One of the pivotal elements of scaled agile lean portfolio management is aligning portfolio investments with strategic themes. Organizations define strategic objectives that guide funding decisions, ensuring that every Epic or initiative contributes measurable business value. This alignment is facilitated through continuous budget adjustments and participatory financial planning, replacing the traditional annual budgeting cycles that often hinder agility.

Investment funding under LPM is typically organized around value streams—long-lived sequences of steps that deliver value to customers. By allocating budgets to these value streams rather than to projects or departments, enterprises promote transparency and accountability. This funding model supports lean budgeting practices, which reduce overhead and encourage adaptive investment based on real-time feedback.

Agile Portfolio Operations

Effective portfolio operations are paramount in scaled agile lean portfolio management. This involves coordinating multiple Agile Release Trains (ARTs) and suppliers, managing dependencies, and facilitating collaboration across teams. Portfolio operations teams play a crucial role in optimizing flow, managing risks, and resolving impediments that could impact value delivery.

Scaled Agile frameworks advocate for regular portfolio sync meetings, which serve as forums to review progress, adjust priorities, and ensure alignment with strategic goals. These ceremonies foster transparency and enable portfolio leaders to make informed decisions rapidly, thus enhancing responsiveness to market changes.

Lean Governance and Measurement

Lean governance within scaled agile lean portfolio management emphasizes lightweight compliance, continuous auditing, and outcome-based metrics. Traditional governance models often rely on heavy documentation and process adherence, which can stifle agility. In contrast, lean governance promotes just-enough oversight that balances risk management with the need for speed.

Key performance indicators (KPIs) and lean metrics—such as flow efficiency, lead time, and return on investment—are integral to this governance model. By continuously measuring these indicators, organizations can assess the effectiveness of their portfolio execution and make data-driven adjustments.

Comparative Insights: Traditional vs. Lean Portfolio Management

Comparing scaled agile lean portfolio management with traditional portfolio management highlights several distinctions that underscore the benefits of the lean agile approach:

- **Planning Horizon:** Traditional approaches often rely on fixed, long-term plans with annual budgeting cycles, while LPM embraces continuous planning and rolling-wave funding.
- **Decision-Making:** Centralized decision-making dominates traditional frameworks, whereas LPM encourages decentralized, decentralized decision-making close to the work.
- **Value Delivery:** Traditional methods focus on project outputs; LPM concentrates on delivering incremental value and optimizing flow through value streams.
- **Governance:** Heavy compliance and documentation characterize traditional governance; lean governance emphasizes lightweight controls and outcome-based metrics.

These contrasts reveal how scaled agile lean portfolio management addresses the limitations of legacy systems by fostering adaptability, transparency, and customer focus.

Implementing Scaled Agile Lean Portfolio Management

Implementing LPM requires thoughtful organizational change and a commitment to lean-agile principles. Enterprises embarking on this journey should consider several critical success factors:

Building Cross-Functional Portfolio Teams

Successful scaled agile lean portfolio management depends on establishing cross-functional teams that include portfolio managers, enterprise architects, product managers, and finance representatives. This diversity ensures that strategic, technical, and financial perspectives are integrated into decision-making.

Adopting Lean Budgeting and Guardrails

Transitioning to lean budgeting requires redefining how funds are allocated and monitored. Establishing guardrails—policies that guide spending while allowing flexibility—helps maintain financial discipline without sacrificing agility.

Utilizing Portfolio Kanban Systems

Portfolio Kanban boards visualize the flow of Epics and initiatives through various stages, such as funnel, analysis, implementation, and completion. This transparency aids prioritization, risk management, and capacity planning.

Embedding Continuous Feedback Loops

Regular portfolio reviews, stakeholder engagement, and metrics tracking create feedback loops that enable continuous improvement. These mechanisms support adaptive planning and ensure that portfolios remain aligned with evolving business needs.

Challenges and Considerations

While scaled agile lean portfolio management offers substantial benefits, organizations may encounter challenges during adoption. These include resistance to change, difficulty in shifting from project-centric to value stream funding models, and the need to develop new skills among portfolio managers.

Moreover, balancing governance with agility is a delicate act. Enterprises must avoid the pitfalls of either excessive control, which slows delivery, or insufficient oversight, which risks misalignment and financial waste.

To mitigate these challenges, leadership commitment, thorough training, and incremental implementation strategies are essential.

The Future of Lean Portfolio Management in Scaled Agile Environments

As digital disruption accelerates, the relevance of scaled agile lean portfolio management is poised to grow. Emerging trends such as AI-driven portfolio analytics, enhanced collaboration platforms, and more sophisticated lean budgeting tools are shaping the evolution of LPM practices.

Organizations that master scaled agile lean portfolio management will be better equipped to navigate complexity, innovate rapidly, and sustain competitive advantage in dynamic markets. The integration of lean principles with agile scalability offers a promising path toward responsive, value-driven portfolio governance.

In summary, scaled agile lean portfolio management represents a paradigm shift in how enterprises orchestrate strategy, funding, and execution. By embracing its principles and practices, organizations can unlock new levels of agility and strategic coherence that are critical in today's fast-paced business landscape.

Scaled Agile Lean Portfolio Management

scaled agile lean portfolio management: Lean-Adaptive Project Portfolio Management

Claus Hüsselmann, 2024-09-19 Das Multiprojektmanagement, insbesondere das Projekt-Portfoliomanagement, ist eine relativ neue Disziplin. Aufgrund der spezifischen Anforderungen der IT-Welt und der Dynamik der Wirtschaftswelt hat sich in den letzten Jahren der Wunsch nach einer Weiterentwicklung des Multiprojektmanagements entwickelt. Es besteht ein Bedarf nach flexibleren Ansätzen, um die Steuerung von Projektlandschaften zu verbessern. Das Lean-Adaptive PPM-Konzept bietet Unternehmen eine Blaupause für das Design ihres eigenen PPM-Systems. Es generalisiert bekannte agile Ansätze zur Portfoliosteuerung und kann auf betriebliche Projekte jeglicher Art angewendet werden. Das entwickelte Konzept basiert auf Analysen von Unternehmensberichten, empirischen Studien, Fachdiskussionen, Interviews mit Expert:innen und eigenen Erfahrungen und bietet Unternehmen ein anwendbares Referenzmodell für das interne Projektmanagement.

scaled agile lean portfolio management: A Comprehensive Guide to Agile

Transformation, Enterprise Innovation, and Productivity Jayant Nath, Muralidhar Kurni, Srinivasa K. G., Saurabh Suman Choudhuri, 2024-05-31 This book comprehensively explores the Agile framework, delving into its principles, methodologies, and broad application. It offers an integrated view of Agile's evolution from a software development technique to a broader organizational philosophy, highlighting adaptability, customer focus, and iterative progress. It examines Agile's core concepts and their application across various industries and dispels common misconceptions. Covering Agile frameworks like Scrum, Kanban, and Lean, it underscores their unique roles in driving innovation and efficiency at every organizational level. The book also anticipates future trends, including Agile's intersection with digital transformation and its expanding relevance in non-technical sectors, positioning it as an essential resource for navigating the future of work and organizational agility.

scaled agile lean portfolio management: SAFe® 6.0 im Unternehmen implementieren

Jan Ahrend, 2023-09-25 - SAFe® in Theorie und Praxis verstehen und erfolgreich einsetzen - Große Unternehmen agil aufstellen und deren Transformation strukturiert begleiten - Generelle Fallstricke spezielle für deutsche Unternehmen von vornherein vermeiden Um große Unternehmen in sich schnell verändernden Märkten anpassungsfähig zu halten, hat sich der Ansatz von SAFe®, dem Scaled Agile Framework, sehr bewährt. Hierbei werden die wichtigsten agilen Frameworks wie Scrum, Kanban, Lean und Agile kombiniert, was sich zunehmender Beliebtheit erfreut. In diesem Buch erfahren Sie, wie Sie SAFe® in großen Unternehmen erfolgreich einführen. Dabei geht der Autor Jan Ahrend insbesondere auf die wichtigsten Rollen der einzelnen Akteure im Zusammenspiel ein. Darüber hinaus erhalten Sie ebenso Einblick in typische Muster des Scheiterns, die in direktem Zusammenhang mit der deutschen Kultur und der Organisationsstruktur in Großunternehmen stehen. Der Autor richtet sich sowohl an Berater und Führungskräfte als auch an Mitarbeiter in einem agilen Unternehmen. Nutzen Sie dieses Buch wie einen Reiseführer zu einer erfolgreichen SAFe®-Einführung.

scaled agile lean portfolio management: The Project Manager's Guide to Mastering Agile Charles G. Cobb, 2023-03-21 THE PROJECT MANAGER'S GUIDE TO MASTERING AGILE Updated guide to Agile methodologies, with real-world case studies and valuable frameworks for project managers moving to Agile The Project Manager's Guide to Mastering Agile helps project managers who are faced with the challenge of adapting their project management approach to an Agile environment, showing how these approaches can work jointly to improve project outcomes in any project, with discussion topics and real-world case studies that facilitate hands-on learning. It also provides project managers with the fundamental knowledge to take a leadership role in working with companies to develop a well-integrated, enterprise-level Agile Project Management approach to fit their business. The original edition of this book has been very successful and is used as a graduate-level textbook in several universities. This new edition builds on the success of the original edition and includes updated content from the latest PMBOK Guide, updated sections on stakeholder management, value-driven delivery, adaptive planning, and distributed project management, with an all-new chapter on Hybrid project management. It also includes new case studies on applying an Agile Hardware Development at Tesla and Project Management in a non-software environment. Sample topics covered in The Project Manager's Guide to Mastering Agile include: Bridging the chasm in project management philosophies, impact on the project management profession, evolution of Agile and Waterfall, and learning to see Agile and traditional plan-driven project management as complementary to each other rather than competitive The roots of Agile and understanding Agile at a deeper level including the Agile manifesto from 2001, adapting an Agile approach to fit a business, and Scrum overview, roles, framework, principles, and values Time-boxing, Kanban, and theory of constraints, Agile estimation overview and estimation practices, and velocity and burn-down/burn-up charts Scaling Agile to an enterprise level, including challenges, obstacles to overcome, implementation considerations, management practices, and enterprise-level Agile transformations With comprehensive, accessible, and highly practical coverage of Agile, a leading project management platform, The Project Manager's Guide to Mastering Agile is a highly valuable resource for professional project managers, students studying project management, and those studying for PMI's Agile Certified Practitioner Certification (PMI-ACP).

scaled agile lean portfolio management: Evolutionär zur Lean Business Agilität Fabian Michel, 2022-07-27 Dieses E-Book beschäftigt sich mit vier Fragestellungen: - Warum sollen sich Organisationen mit Wandel beschäftigen? - Welches sind die Kernfähigkeiten und Kernanforderungen, damit eine Organisation systematisch und ganzheitlich den Wandel für sich nutzen kann? - Wie kann mit der wahrgenommenen Widersprüchlichkeit zwischen Business Excellence und Business Agilität umgegangen werden? - Wie kann eine Organisation schrittweise einen konstant-adaptiven Umgang mit Veränderungen erlernen? Dieses E-Book soll eine Hilfeleistung sein für alle, die nach effektiven und effizienten, emergenten Praktiken suchen, um eine Organisation nachhaltig wandlungs- und lernfähig zu machen.

scaled agile lean portfolio management: Basiswissen ITIL 4 Nadin Ebel, 2021-02-04 Das

umfassende Lern- und Nachschlagewerk zu ITIL 4 in deutscher Sprache Alle wichtigen Grundlagen zum IT Service Management, ITIL und ITIL 4 Vorstellung der neuen Modelle und Prinzipien von ITIL 4 entsprechend dem offiziellen Lehrplan Mehr als 40 Seiten Übungsfragen für die ITIL-4-Foundation-Zertifizierungsprüfung Dieses Lern- und Nachschlagewerk bietet Ihnen einen umfassenden Einstieg in die aktuelle Version von ITIL und vermittelt das notwendige Wissen für die ITIL-4-Basis-Zertifizierung. Es wendet sich damit an drei Zielgruppen: - Einsteiger ins IT Service Management mit ITIL finden hier Grundlagenwissen und Beispiele. Sie werden mit den Neuerungen von ITIL 4 vertraut gemacht. - Leser mit ITIL-Erfahrung können das Buch zum Vertiefen von Details und als Nachschlagewerk bei der täglichen Arbeit nutzen. - Praktiker, die die ITIL-4-Foundation-Zertifizierung ablegen wollen, bereiten sich mithilfe von Übungsfragen auf die Prüfung vor. Zudem liefert das Buch Hintergrundinformationen zu zahlreichen Aspekten, die die neue ITIL-Version aufgegriffen hat. Im Mittelpunkt stehen sowohl Grundlagenkenntnisse zum IT Service Management als auch konkretes Wissen rund um die ITIL-4-Konzepte, die vier Dimensionen im IT Service Management und das Service-Wertsystem (Service Value System). Schritt für Schritt erläutert ITIL-Exeprtin Nadin Ebel die Bestandteile der Modelle im ITIL-Framework und beschreibt anschaulich die Grundprinzipien, die Service Value Chain, die Practices und die weiteren Bestandteile sowie deren Zusammenspiel. Außerdem geht die Autorin darauf ein, in welchem Zusammenhang ITIL 4 zu aktuellen Begriffen und Ansätzen wie Agilität, Cloud, Design Thinking, DevOps oder Lean Management steht. Zahlreiche Fragen mit Antworten und Erläuterungen zu allen Aspekten des ITIL-4-Frameworks ermöglichen Ihnen eine effektive Lernkontrolle sowie eine praxisnahe Vorbereitung auf die ITIL-4-Foundation-Prüfung. Die Inhalte und Vorbereitungsfragen decken den offiziellen ITIL-4-Lehrplan ab. Darüber hinaus helfen die umfangreichen Erläuterungen auch bei der Vorbereitung auf die weitergehenden ITIL-Zertifizierungen.

scaled agile lean portfolio management: Synergien - Das Beste aus 5 Jahren agile Community Griebble, Oliver, Bergande, Bianca , 2022 Wissen aus der agilen Community für die Agile Community Getreu dem Leitsatz Gestaltung der Digitalen Transformation durch Agile Transformation wurde vom Kompetenzzentrum für Agile Produkt- und Systementwicklung der Hochschule Neu-Ulm die Agile Community Oberschwaben ins Leben gerufen. Sie besteht neben Wissenschaftlerinnen und Wissenschaftlern vor allem aus Mitarbeitenden aus KMU der Region, die sich mit Agilität beschäftigen. Zum 5-Jährigen Jubiläum wurden die spannenden Ergebnisse, intensiven Diskussionen und neue Aspekte und Ideen in diesem einzigartigen Werk, welches von den Mitgliedern der Community eigenständig verfasst wurde, zusammengefasst. Die Beiträge präsentieren ein Portfolio an Themen der Community aus den Bereichen Einführung von Agilität, agile Produktentwicklung, Retrospektiven und agile Werte. Hierbei werden unter anderem die Themen agile Skalierung, Produktentwicklung, Performance Messung, der Umgang mit Reflexionstools und das erfolgreiche Arbeiten in verteilten Teams behandelt. Dieses Buch richtet sich an alle, die sich für agile Themen, interdisziplinäres Teamwork und praktisches Projektmanagement interessieren. Die Texte beinhalten viele Empfehlungen und Tipps unserer Communitymitglieder für agile Mitstreiter und alle, die es werden wollen.

scaled agile lean portfolio management: Managing IT in einer digitalen Welt Lionel Pilorget, 2025-01-31 Die IT ist für viele Unternehmen unersetzbar geworden. Die Digitalisierung, die in der Zwischenzeit sich verbreitet hat und die Gesellschaft immer weiter prägt, bleibt eine Priorität für viele Unternehmen. Nun hat die Komplexität zugenommen. Es sei die Wahl eines nachhaltigen Partners für eine Cloud Transformation, die Garantie, dass neue digitale Lösungen absolut sicher sind, oder das Angebot eines modernen Arbeitsplatzes, wo Home Office selbstverständlich ist. Entscheidend und gleichzeitig herausfordernd ist die Tatsache, dass alle Ebenen einer IT Organisation gut zusammenarbeiten müssen, damit das Unternehmen sich erfolgreich weiterentwickeln kann. Es handelt sich um die strategische Ebene mit den entsprechenden strategischen Entscheidungen, in erster Linie make-or-buy Entscheide. Weiterhin muss die taktische Ebene mit der Durchführung von Projekten und Releases und gleichzeitig das Angebot von hochwertigen IT Services sehr gut funktionieren. Die operative Ebene stellt das Fundament dar, wo

die Abwicklung aller Tätigkeiten des Unternehmens sichergestellt werden muss. Verfügbarkeit und Performanz sind Key. Das ganze Haus der IT muss in dem Kontext des Unternehmens funktionieren. Die Kultur der Organisation und die Strukturen müssen natürlich berücksichtigt werden. Um eine optimale Transformation der IT ermöglichen zu können, ist es wichtig, ein gutes Verständnis einer IT Organisation zu besitzen und die Zusammenhänge zu verstehen.

scaled agile lean portfolio management: Agile Testing Manfred Baumgartner, Martin Klonk, Christian Mastnak, Richard Seidl, 2023-12-08 Der Trend zu agilen Vorgehen ist ungebrochen Dieser Trend geht auch am Softwaretest nicht spurlos vorüber. Nachdem die Bedeutung des Tests in agilen Projekten unumstritten ist, treten jetzt vor allem die Professionalisierung und die Integration der einzelnen Mitarbeiter in den rollenübergreifenden Tätigkeiten des agilen Vorgehens in den Vordergrund. Die klassischen Rollenbilder des Tests verschwimmen und gehen ineinander über. Die Eigenverantwortung der Tester steigt. Für den klassischen Tester bedeutet dies eine Bereicherung und Aufwertung seiner Rolle, da er auch Aufgaben und Tätigkeiten anderer Professionen übernimmt. - Der Stellenwert des Teams - Die Crux mit den Werkzeugen in agilen Projekten - Die sieben schlechtesten Ideen für die Testautomatisierung - Testmethoden im agilen Umfeld - Tester: Generalist vs. Spezialist? Welches sind nun aber die Aufgaben des Softwaretests in agilen Projekten? Wie sind diese in unterschiedlichen agilen Vorgehensweisen - wie etwa Scrum oder Kanban - zu organisieren? Welche Bedeutung haben Testwerkzeuge in diesem Kontext? Wie grenzen sich die Verantwortlichkeiten gegeneinander ab oder wirken synergetisch zusammen? Auf diese sehr konkreten Fragen, die sich im operativen Projektgeschehen immer wieder stellen, liefert dieses Buch mögliche Antworten, ergänzt durch bewährte Ansätze aus der Praxis. Manfred Baumgartner, Martin Klonk, Helmut Pichler, Richard Seidl und Siegfried Tanczos sind seit langer Zeit im Bereich des Software-Tests tätig. In den letzten Jahren hatten sie die Chance, immer mehr agile Projekte aus den unterschiedlichsten Branchen kennenzulernen und zu begleiten. So treffen hier Erfahrungen aus der Telekommunikations-, Medizintechnik-, Banken-, Energieversorger- und Luftfahrtbranche aufeinander. Ihr exklusiver Vorteil: E-Book inside beim Kauf des gedruckten Buches

scaled agile lean portfolio management: Agile Organisation - Methoden, Prozesse und Strukturen im digitalen VUCA-Zeitalter Thorsten Petry, Christian Konz, 2021-07-12 Vor dem Hintergrund unserer immer dynamischeren und komplexeren Welt, entwickelt sich die Fähigkeit zur schnellen Anpassung und Entwicklung zunehmend zu dem entscheidenden Erfolgsfaktor von Unternehmen. Gefordert ist ein schnelles, kreatives, flexibles und kundenorientiertes Denken und Handeln - kurzum Agilität. In diesem praxisorientierten Herausgeberbuch erläutern renommierte Praktiker, Wissenschaftler und Berater vielfältige Umsetzungskonzepte, Methoden, Beispiele und praktische Erfahrungen für eine agile(re) Ausgestaltung von Methoden, Prozessen und Strukturen. Das Buch möchte die Leser befähigen, kritisch über Ansätze für mehr - oder auch weniger - Agilität zu entscheiden. Durch seine reflektierte und undogmatische Ausrichtung unterscheidet es sich von anderen Agilitäts-Büchern und liefert einen entscheidenden Mehrwert. Das Buch richtet sich primär an klassisch ausgebildete bzw. sozialisierte Manager und Menschen, die nach Strukturierung und Systematik im zunehmend wichtigeren, aber auch extrem gehypten „Agilitäts-Kosmos“ suchen. Diesen erfahrenen Praktikern, aber auch in die Praxis strebenden Studierenden und ihren Dozenten bietet das Buch ein - an die klassische Organisationslehre anschlussfähiges - Ordnungsgerüst für die zentralen Begriffe und Konzepte einer agilen Organisationsgestaltung. Inhalte: - Grundlagen und Charakteristika agiler Organisation - Agile Prozess- und Projektmethoden - Agile Skalierungsframeworks - Agile Strukturmodelle - Beispiele agiler Organisationen (z. B. Alois Heiler, B. Braun, ibo, NRW.BANK, R+V Versicherung, //SEIBERT/MEDIA, Siemens, TELE Haase) - Agile Führung und Kultur - Beidhändiges Zusammenspiel von klassisch-hierarchischen und agilen Ansätzen - Vertiefungen wichtiger Themen. Prof. Dr. Thorsten Petry lehrt Unternehmensführung an der Hochschule RheinMain. Als Berater, Coach, Referent und Trainer hilft er Unternehmen bei der Bewältigung der Managementherausforderungen des Digitalzeitalters. Christian Konz begleitet als Trainer, Berater und Agile Coach seit vielen Jahren Unternehmen und Menschen in ihrer Entwicklung. Neben seiner Rolle als Geschäftsführer der ibo Akademie ist er leidenschaftlicher

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