

How this Book is Organized

The next chapter lays the foundation by asking, “What is value in development?” Once we know what value is, we can design the rest of the system to produce it. The chapter also provides some ways for you to measure how well you are doing and estimate how much you can improve. This can help build the case for change. (You will need to persuade a lot of people before you are done.)

Chapter 3 shows you how to find “knowledge waste.” If you understand the waste in conventional development, lean development will make more sense, and you’ll be eager to apply it. Chapters 4–8 describe the entire lean development system as I understand it, so that you can formulate your own vision of the future. What do you want your development system to be? Each chapter covers a key principle of lean development.

To conclude, chapter 9 provides guidance for making the change so that lean development doesn’t become just another “program of the month.” And it includes case examples of how several companies have implemented the principles with remarkable success.

The lean development system works. It makes money. It’s fun because it lets you concentrate on creating value instead of managing waste. It is much simpler and more straightforward than conventional methods—once you understand it. It is based on sound principles that work everywhere, from creating art to the crucibles of combat.

Let’s get to work.