

## Fifty Quick Ideas To Improve Your Tests

WHAT IS THIS BOOK ABOUT? This Book Is About the “Card” (User Story: Card, Criteria, Conversation) User Stories are a great method for expressing stakeholder requirements, whether your projects follow an Agile, Iterative, or a Waterfall methodology. They are the basis for developers to deliver a suitable information technology (IT) app or application. Well-structured user stories express a single action to achieve a specific goal from the perspective of a single role. When writing user stories, stakeholders knowledgeable about the role should focus on the business result that the IT solution will enable while leaving technology decisions up to the developers. Good user stories are relevant to the project, unambiguous, and understandable to knowledge peers. The best user stories also contain crucial non-functional (quality) requirements, which are the best weapon in the war against unsatisfactory performance in IT solutions. This book presents two common user story structures to help you ensure that your user stories have all the required components and that they express the true business need as succinctly as possible. It offers five simple rules to ensure that your user stories are the best that they can be. That, in turn, will reduce the amount of time needed in user story elaboration and discussion with the development team. This book targets business professionals who are involved with an IT project, Product Owners in charge of managing a backlog, or Business Analysts working with an Agile team.

Author’s Note The term “User Story” is a relative new addition to our language and its definition is evolving. In today’s parlance, a complete User Story has three primary components, namely the “Card”, the “Conversation”, and the “Criteria”. Different roles are responsible for creating each component. The “Card” expresses a business need. A representative of the business community is responsible for expressing the business need. Historically (and for practical reasons) the “Card” is the User Story from the perspective of the business community. Since we wrote this book specifically to address that audience, we use the term “User Story” in that context throughout. The “Conversation” is an ongoing discussion between a developer responsible for creating software that meets the business need and the domain expert(s) who defined it (e.g., the original author of the “Card”). The developer initiates the “Conversation” with the domain expert(s) to define the “Criteria” and any additional information the developer needs to create the application. There is much to be written about both the “Conversation” and the “Criteria”, but neither component is dealt with in any detail in this publication. A well-written User Story (“Card”) can drastically reduce the time needed for the “Conversation”. It reduces misinterpretations, misunderstandings, and false starts, thereby paving the way for faster delivery of working software. We chose to limit the content of this publication to the “User Story” as understood by the business community to keep the book focused and address the widest possible audience.

WHO WILL BENEFIT FROM READING THIS BOOK? How organizations develop and deliver working software has changed significantly in recent years. Because the change was greatest in the developer community, many books and courses justifiably target that group. There is, however, an overlooked group of people essential to the development of software-as-an-asset that have been neglected. Many distinct roles or job titles in the business community perform business needs analysis for digital solutions. They include: - Product Owners -

Business Analysts - Requirements Engineers - Test Developers - Business- and Customer-side Team Members - Agile Team Members - Subject Matter Experts (SME) - Project Leaders and Managers - Systems Analysts and Designers - AND “anyone wearing the business analysis hat”, meaning anyone responsible for defining a future IT solution TOM AND ANGELA’S (the authors) STORY Like all good IT stories, theirs started on a project many years ago. Tom was the super techie, Angela the super SME. They fought their way through the 3-year development of a new policy maintenance system for an insurance company. They vehemently disagreed on many aspects, but in the process discovered a fundamental truth about IT projects. The business community (Angela) should decide on the business needs while the technical team’s (Tom)’s job was to make the technology deliver what the business needed. Talk about a revolutionary idea! All that was left was learning how to communicate with each other without bloodshed to make the project a resounding success. Mission accomplished. They decided this epiphany was so important that the world needed to know about it. As a result, they made it their mission (and their passion) to share this ground-breaking concept with the rest of the world. To achieve that lofty goal, they married and began the mission that still defines their life. After over 30 years of living and working together 24x7x365, they are still wildly enthusiastic about helping the victims of technology learn how to ask for and get the digital (IT) solutions they need to do their jobs better. More importantly, they are more enthusiastically in love with each other than ever before!

Humans vs Computers is a book about people caught between wrong assumptions and computer bugs. You'll read about humans who are invisible to computers, how a default password once caused a zombie apocalypse and why airlines sometimes give away free tickets. This is also a book on how to prevent, avoid and reduce the impact of such problems. Our lives are increasingly tracked, monitored and categorised by software, driving a flood of information into the vast sea of big data. In this brave new world, humans can't cope with information overload. Governments and companies alike rely on computers to automatically detect fraud, predict behaviour and enforce laws. Inflexible automatons, barely smarter than a fridge, now make life-changing decisions. Clever marketing tricks us into believing that phones, TV sets and even cars are somehow smart. Yet all those computer systems were created by people - people who are well-meaning but fallible and biased, clever but forgetful, and who have grand plans but are pressed for time. Digitising a piece of work doesn't mean there will be no mistakes, but instead guarantees that when mistakes happen, they'll run at a massive scale. The next time you bang your head against a digital wall, the stories in this book will help you understand better what's going on and show you where to look for problems. If nothing else, when it seems as if you're under a black-magic spell, these stories will at least allow you to see the lighter side of the binary chaos. For people involved in software delivery, this book will help you find more empathy for people suffering from our mistakes, and discover heuristics to use during analysis, development or testing to make your software less error prone. About the author Gojko Adzic is a partner at Neuri Consulting LLP, winner of the 2016 European Software Testing Outstanding Achievement Award, and the 2011 Most Influential Agile Testing Professional Award. Gojko's book Specification by Example won the Jolt Award for the best book of 2012, and his blog won the UK Agile Award for the best online publication in 2010. Gojko is a frequent keynote speaker at leading software

development conferences and one of the authors of MindMup and Claudia.js. As a consultant, Gojko has helped companies around the world improve their software delivery, from some of the largest financial institutions to small innovative startups. Named a Best Book of 2019 by NPR “How might we mitigate losses caused by shortsightedness? Bina Venkataraman, a former climate adviser to the Obama administration, brings a storyteller’s eye to this question. . . . She is also deeply informed about the relevant science.” —The New York Times Book Review A trailblazing exploration of how we can plan better for the future: our own, our families’, and our society’s. Instant gratification is the norm today—in our lives, our culture, our economy, and our politics. Many of us have forgotten (if we ever learned) how to make smart decisions for the long run. Whether it comes to our finances, our health, our communities, or our planet, it’s easy to avoid thinking ahead. The consequences of this immediacy are stark: Deadly outbreaks spread because leaders failed to act on early warning signs. Companies that fail to invest stagnate and fall behind. Hurricanes and wildfires turn deadly for communities that could have taken more precaution. Today more than ever, all of us need to know how we can make better long-term decisions in our lives, businesses, and society. Bina Venkataraman sees the way forward. A journalist and former adviser in the Obama White House, she helped communities and businesses prepare for climate change, and she learned firsthand why people don’t think ahead—and what can be done to change that. In *The Optimist’s Telescope*, she draws from stories she has reported around the world and new research in biology, psychology, and economics to explain how we can make decisions that benefit us over time. With examples from ancient Pompeii to modern-day Fukushima, she dispels the myth that human nature is impossibly reckless and highlights the surprising practices each of us can adopt in our own lives—and the ones we must fight for as a society. The result is a book brimming with the ideas and insights all of us need in order to forge a better future.

A good product roadmap is one of the most important and influential documents an organization can develop, publish, and continuously update. In fact, this one document can steer an entire organization when it comes to delivering on company strategy. This practical guide teaches you how to create an effective product roadmap, and demonstrates how to use the roadmap to align stakeholders and prioritize ideas and requests. With it, you’ll learn to communicate how your products will make your customers and organization successful. Whether you’re a product manager, product owner, business analyst, program manager, project manager, scrum master, lead developer, designer, development manager, entrepreneur, or business owner, this book will show you how to:

- Articulate an inspiring vision and goals for your product
- Prioritize ruthlessly and scientifically
- Protect against pursuing seemingly good ideas without evaluation and prioritization
- Ensure alignment with stakeholders
- Inspire loyalty and over-delivery from your team
- Get your sales team working with you instead of against you
- Bring a user and buyer-centric approach to planning and decision-making
- Anticipate opportunities and stay ahead of the game
- Publish a comprehensive roadmap without over-committing

This book will help you write better stories, spot and fix common issues, split stories so that they are smaller but still valuable, and deal with difficult stuff like crosscutting concerns, long-term effects and non-functional requirements. Above all, this book will help

you achieve the promise of agile and iterative delivery: to ensure that the right stuff gets delivered through productive discussions between delivery team members and business stakeholders. Who is this book for? This is a book for anyone working in an iterative delivery environment, doing planning with user stories. The ideas in this book are useful both to people relatively new to user stories and those who have been working with them for years. People who work in software delivery, regardless of their role, will find plenty of tips for engaging stakeholders better and structuring iterative plans more effectively. Business stakeholders working with software teams will discover how to provide better information to their delivery groups, how to set better priorities and how to outrun the competition by achieving more with less software. What's inside? Unsurprisingly, the book contains exactly fifty ideas. They are grouped into five major parts: - Creating stories: This part deals with capturing information about stories before they get accepted into the delivery pipeline. You'll find ideas about what kind of information to note down on story cards and how to quickly spot potential problems. - Planning with stories: This part contains ideas that will help you manage the big-picture view, set milestones and organise long-term work. - Discussing stories: User stories are all about effective conversations, and this part contains ideas to improve discussions between delivery teams and business stakeholders. You'll find out how to discover hidden assumptions and how to facilitate effective conversations to ensure shared understanding. - Splitting stories: The ideas in this part will help you deal with large and difficult stories, offering several strategies for dividing them into smaller chunks that will help you learn fast and deliver value quickly. - Managing iterative delivery: This part contains ideas that will help you work with user stories in the short and mid term, manage capacity, prioritise and reduce scope to achieve the most with the least software. About the authors: Gojko Adzic is a strategic software delivery consultant who works with ambitious teams to improve the quality of their software products and processes. Gojko's book Specification by Example was awarded the #2 spot on the top 100 agile books for 2012 and won the Jolt Award for the best book of 2012. In 2011, he was voted by peers as the most influential agile testing professional, and his blog won the UK agile award for the best online publication in 2010. David Evans is a consultant, coach and trainer specialising in the field of Agile Quality. David helps organisations with strategic process improvement and coaches teams on effective agile practice. He is regularly in demand as a conference speaker and has had several articles published in international journals.

Tired of out-of-touch Scrum training that doesn't work? Discover practical agile delivery techniques to make your software shine. Has your excitement over Scrum led to nothing but disappointment? Have months of agile training still left your company far short of optimal efficiency? Do you feel like your leaders and developers are speaking a completely different language? Ascendle CEO Dave Todaro has lived and breathed software development for over three decades. After running successful agile teams on a daily basis, he's ready to share his insights and techniques to help your company reap the benefits of his experience. The Epic Guide to Agile: More Business Value on a Predictable Schedule with Scrum is a comprehensive guide to software-based team dynamics that both leaders and developers can understand. Unlike most agile training that doesn't work in practice, Todaro's step-by-step playbook rises above theory to save you time and money. Perfect for any sized business or level of experience, you'll get to the

crux of each Scrum issue to have your team running sprints more efficiently than ever. In *The Epic Guide to Agile*, you'll discover: Personal examples and anecdotes to tackle problems at their source Effective ways to introduce agile and Scrum into your organization with the right pilot team The exact system to achieve productive sprint planning sessions The typical issues that can doom your product and how to conquer them The best technical environment setups to support your software project groups and much, much, more! *The Epic Guide to Agile* is a powerhouse manual to help any ScrumMaster or Project Manager find productivity and success. If you like real-world examples, no-nonsense teaching, and clear communication, then you'll love Dave Todaro's extraordinary and practical guidebook. Buy *The Epic Guide to Agile* to take your team into the Scrum age today!

Presents the original report on poverty in America that led President Kennedy to initiate the federal poverty program

A short, sharp guide to tackling life's biggest challenges: understanding ourselves and making the right choices. Every day offers moments of decision, from what to eat for lunch to how to settle a dispute with a colleague. Still larger questions loom: How can I motivate my team? How can I work more efficiently? What is the long tail anyway? Whether you're a newly minted MBA, a chronic second-guesser, or just someone eager for a new vantage point, *The Decision Book* presents fifty models for better structuring, and subsequently understanding, life's steady challenges. Interactive and thought-provoking, this illustrated workbook offers succinct summaries of popular strategies, including the Rubber Band Model for dilemmas with many directions, the Personal Performance Model to test whether to change jobs, and the Black Swan Model to illustrate why experience doesn't guarantee wisdom. Packed with familiar tools like the Pareto Principle, the Prisoner's Dilemma, and an unusual exercise inspired by Warren Buffet, *The Decision Book* is the ideal reference for flexible thinkers.

The book "*Accelerating Software Quality: Machine Learning and Artificial Intelligence in the Age of DevOps*" is a complete asset for software developers, testers, and managers that are on their journey to a more mature DevOps workflow, and struggle with better automation and data-driven decision making. DevOps is a mature process across the entire market, however, with existing Non-AI/ML technologies and models, it comes short in expediting release cycle, identifying productivity gaps and addressing them. This book, that was implemented by myself with the help of leaders from the DevOps and test automation space, is covering topics from basic introduction to AI and ML in software development and testing, implications of AI and ML on existing apps, processes, and tools, practical tips in applying commercial and open-source AI/ML tools within existing tool chain, chat-bots testing, visual based testing using AI, automated security scanning for vulnerabilities, automated code reviews, API testing and management using AI/ML, reducing effort and time through test impact analysis (TIA), robotic process automation (RPA), AIOps for smarter code deployments and production defects prevention, and many more. When properly leveraging such tools, DevOps teams can benefit from greater code quality and functional and non-functional test automation coverage. This increases their release cycle velocity, reduces noise and software waste, and enhances their app quality. The book is divided into 3 main sections: \*Section 1 covers the fundamentals of AI and ML in software development and testing. It includes introductions, definitions, 101 for testing AI-Based applications, classifications of AI/ML and defects that are tied to AI/ML, and more.\*Section 2 focuses on practical advises

and recommendations for using AI/ML based solutions within software development activities. This section includes topics like visual AI test automation, AI in test management, testing conversational AI applications, RPA benefits, API testing and much more.\*Section 3 covers the more advanced and future-looking angles of AI and ML with projections and unique use cases. Among the topics in this section are AI and ML in logs observability, AIOps benefits to an entire DevOps teams, how to maintain AI/ML test automation, Test impact analysis with AI, and more.The book is packed with many proven best practices, real life examples, and many other open source and commercial solution recommendations that are set to shape the future of DevOps together with ML/AI

What makes the world's leading engineering and QA teams so successful? Learn from Google, Etsy, The New York Times, GitHub, King, HelloFresh and many more. Leading Quality is the ultimate guide to becoming a leader of quality, mastering strategic decisions and enabling your team to accelerate growth.

Shortlisted for the 2021 Booker Prize Longlisted for the 2021 National Book Award for Fiction A heartrending new novel from the Pulitzer Prize-winning and #1 New York Times best-selling author of *The Overstory*. Named one of the Most Anticipated Books of 2021 by Newsweek, Los Angeles Times, New York Magazine, Chicago Tribune, BuzzFeed, BookPage, Goodreads, Literary Hub, The Millions, New Statesman, and Times of London The astrobiologist Theo Byrne searches for life throughout the cosmos while single-handedly raising his unusual nine-year-old, Robin, following the death of his wife. Robin is a warm, kind boy who spends hours painting elaborate pictures of endangered animals. He's also about to be expelled from third grade for smashing his friend in the face. As his son grows more troubled, Theo hopes to keep him off psychoactive drugs. He learns of an experimental neurofeedback treatment to bolster Robin's emotional control, one that involves training the boy on the recorded patterns of his mother's brain... With its soaring descriptions of the natural world, its tantalizing vision of life beyond, and its account of a father and son's ferocious love, *Bewilderment* marks Richard Powers's most intimate and moving novel. At its heart lies the question: How can we tell our children the truth about this beautiful, imperiled planet?

Decades of software testing experience condensed into the most important lessons learned. The world's leading software testing experts lend you their wisdom and years of experience to help you avoid the most common mistakes in testing software. Each lesson is an assertion related to software testing, followed by an explanation or example that shows you the how, when, and why of the testing lesson. More than just tips, tricks, and pitfalls to avoid, *Lessons Learned in Software Testing* speeds you through the critical testing phase of the software development project without the extensive trial and error it normally takes to do so. The ultimate resource for software testers and developers at every level of expertise, this guidebook features: \* Over 200 lessons gleaned from over 30 years of combined testing experience \* Tips, tricks, and common pitfalls to avoid by simply reading the book rather than finding out the hard way \* Lessons for all key topic areas, including test design, test management, testing strategies, and bug reporting \* Explanations and examples of each testing trouble spot help illustrate each lesson's assertion

You know the Agile and Lean development buzzwords, you've read the books. But when systems need a serious overhaul, you need to see how it works in real life, with real situations and people. *Lean from the Trenches* is all about actual practice. Every key point is illustrated with a photo or diagram, and anecdotes bring you inside the project as you discover why and how one organization modernized its workplace in record time. *Lean from the Trenches* is all about actual practice. Find out how the Swedish police combined XP, Scrum, and Kanban in a

60-person project. From start to finish, you'll see how to deliver a successful product using Lean principles. We start with an organization in desperate need of a new way of doing things and finish with a group of sixty, all working in sync to develop a scalable, complex system. You'll walk through the project step by step, from customer engagement, to the daily "cocktail party," version control, bug tracking, and release. In this honest look at what works--and what doesn't--you'll find out how to: Make quality everyone's business, not just the testers. Keep everyone moving in the same direction without micromanagement. Use simple and powerful metrics to aid in planning and process improvement. Balance between low-level feature focus and high-level system focus. You'll be ready to jump into the trenches and streamline your own development process.

A practical guide to impact mapping, a simple yet incredibly effective method for collaborative strategic planning that helps organizations make an impact with software.

Getting Value out of Agile Retrospectives helps you and your teams to do retrospectives effectively and efficiently. It's a toolbox with many exercises for facilitating retrospectives, supported with the "what" and "why" of retrospectives, the business value and benefits that they bring, and advice for introducing and improving retrospectives. If you are a Scrum master, agile coach, project manager, product manager or facilitator then this book helps you to discover and apply new ways to do Valuable Agile Retrospectives with your teams. With plenty of exercises you can develop your own personal Retrospectives Toolbox to become more proficient in doing retrospectives and get more out of them.

Mikael Krogerus and Roman Tschäppeler have tested the 44 most important communication theories and distilled them in book form, alongside clear and entertaining illustrations. Want better conversations? Ask open-ended questions that have no right or wrong answers—make your partner feel brilliant. Want better meetings? Ban smartphones, use a timer, and make everyone stand up. Want better business deals? Focus on the thing, rather than the person; on similarities, rather than differences; and on good outcomes, rather than perfect ones. Whether you want to present ideas more clearly, improve your small talk, or master the art of introspection, The Communication Book delivers, fusing theoretical knowledge and practical advice in a small but mighty package. With sections on work, the self, relationships and language, this book is indispensable for anyone who wants to improve what they say, and how they say it.

This schoolroom drama that inspired the classic Sydney Poitier film is “a microcosm of the racial issues . . . A dramatic picture of discrimination” (Kirkus Reviews). With opportunities for black men limited in post–World War II London, Rick Braithwaite, a former Royal Air Force pilot and Cambridge-educated engineer, accepts a teaching position that puts him in charge of a class of angry, unmotivated, bigoted white teenagers whom the system has mostly abandoned. When his efforts to reach these troubled students are met with threats, suspicion, and derision, Braithwaite takes a radical new approach. He will treat his students as people poised to enter the adult world. He will teach them to respect themselves and to call him “Sir.” He will open up vistas before them that they never knew existed. And over the course of a remarkable year, he will touch the lives of his students in extraordinary ways, even as they in turn, unexpectedly and profoundly, touch his. Based on actual events in the author’s life, *To Sir, With Love* is a powerfully moving story that celebrates courage, commitment, and vision, and is the inspiration for the classic film starring Sidney Poitier.

"One of the best books of its kind in decades." —The Wall Street Journal An epic achievement and a huge delight, the entire history of popular music over the past fifty years refracted through the big genres that have defined and dominated it: rock, R&B, country, punk, hip-hop, dance music, and pop Kelefa Sanneh, one of the essential voices of our time on music and culture, has made a deep study of how popular music

unites and divides us, charting the way genres become communities. In *Major Labels*, Sanneh distills a career's worth of knowledge about music and musicians into a brilliant and omnivorous reckoning with popular music—as an art form (actually, a bunch of art forms), as a cultural and economic force, and as a tool that we use to build our identities. He explains the history of slow jams, the genius of Shania Twain, and why rappers are always getting in trouble. Sanneh shows how these genres have been defined by the tension between mainstream and outsider, between authenticity and phoniness, between good and bad, right and wrong. Throughout, race is a powerful touchstone: just as there have always been Black audiences and white audiences, with more or less overlap depending on the moment, there has been Black music and white music, constantly mixing and separating. Sanneh debunks cherished myths, reappraises beloved heroes, and upends familiar ideas of musical greatness, arguing that sometimes, the best popular music isn't transcendent. Songs express our grudges as well as our hopes, and they are motivated by greed as well as idealism; music is a powerful tool for human connection, but also for human antagonism. This is a book about the music everyone loves, the music everyone hates, and the decades-long argument over which is which. The opposite of a modest proposal, *Major Labels* pays in full.

New York Times bestseller • Finalist for the Pulitzer Prize “This is a book to shake up the world.” —Ann Patchett  
Nicholas Carr's bestseller *The Shallows* has become a foundational book in one of the most important debates of our time: As we enjoy the internet's bounties, are we sacrificing our ability to read and think deeply? This 10th-anniversary edition includes a new afterword that brings the story up to date, with a deep examination of the cognitive and behavioral effects of smartphones and social media.

Great things come in little packages: 50 commonsense (but rarely common) ideas for building the leadership potential of others. How many managers have time to plow through big books of leadership development? None! And they'll never need to with this slender book of 50 simple yet powerful ideas. *The Little Book of Leadership Development* goes straight to the heart of great leadership. Free of complicated theories, it focuses on what really works to get people motivated, working effectively, and acting as leaders themselves. The book delivers streamlined instructions on modeling behaviors, sharing information, building accountability, stretching teams, providing feedback, and 45 other practical strategies. Readers will be able to design a system of development tailored to their team and organization. Managers with the ability to self-reflect and a willingness to implement these positive, powerful ideas will see quick improvements in communication, efficiency, morale, and every other measure that points to a committed team of emerging leaders. Learn how small changes can make a big difference in your powers of persuasion with this New York Times bestselling introduction to fifty scientifically proven techniques for increasing your persuasive powers in business and life. Every day we face the challenge of persuading others to do what we want. But what makes people say yes to our requests? Persuasion is not only an art, it is also a science, and researchers who study it have uncovered a series of hidden rules for moving people in your direction. Based on more than sixty years of research into the psychology of persuasion, Yes!



reveals fifty simple but remarkably effective strategies that will make you much more persuasive at work and in your personal life, too. Cowritten by the world's most quoted expert on influence, Professor Robert Cialdini, *Yes!* presents dozens of surprising discoveries from the science of persuasion in short, enjoyable, and insightful chapters that you can apply immediately to become a more effective persuader. Often counterintuitive, the findings presented in *Yes!* will steer you away from common pitfalls while empowering you with little known but proven wisdom. Whether you are in advertising, marketing, management, on sales, or just curious about how to be more influential in everyday life, *Yes!* shows how making small, scientifically proven changes to your approach can have a dramatic effect on your persuasive powers.

Summary Specification by Example is an emerging practice for creating software based on realistic examples, bridging the communication gap between business stakeholders and the dev teams building the software. In this book, author Gojko Adzic distills interviews with successful teams worldwide, sharing how they specify, develop, and deliver software, without defects, in short iterative delivery cycles. About the Technology Specification by Example is a collaborative method for specifying requirements and tests. Seven patterns, fully explored in this book, are key to making the method effective. The method has four main benefits: it produces living, reliable documentation; it defines expectations clearly and makes validation efficient; it reduces rework; and, above all, it assures delivery teams and business stakeholders that the software that's built is right for its purpose. About the Book This book distills from the experience of leading teams worldwide effective ways to specify, test, and deliver software in short, iterative delivery cycles. Case studies in this book range from small web startups to large financial institutions, working in many processes including XP, Scrum, and Kanban. This book is written for developers, testers, analysts, and business people working together to build great software. Purchase of the print book comes with an offer of a free PDF, ePub, and Kindle eBook from Manning. Also available is all code from the book. What's Inside Common process patterns How to avoid bad practices Fitting SBE in your process 50+ case studies ===== Table of Contents Part 1 Getting started Part 2 Key process patterns Part 3 Case studies Key benefits Key process patterns Living documentation Initiating the changes Deriving scope from goals Specifying collaboratively Illustrating using examples Refining the specification Automating validation without changing specifications Validating frequently Evolving a documentation system uSwitch RainStor Iowa Student Loan Sabre Airline Solutions ePlan Services Songkick Concluding thoughts Learn how to improve retrospectives and avoid stagnation, with fifty ideas designed to help you enhance and energise your continuous improvement effort. This book will help you get better outcomes from retrospectives and from any continuous improvement initiative. It will help you consider how best to prepare for retrospectives, generate innovative

insights, achieve valuable outcomes, improve facilitation techniques, keep things fresh and maybe even how to have a bit of fun whilst doing it. This book is for anyone who undertakes continuous improvement of any sort, especially those looking to get better outcomes from retrospectives, either as a participant, facilitator, coach or manager of teams. We include ideas for people with varying levels of experience. So, whether you are just getting started with Scrum and retrospectives, or a veteran of continuous improvement looking to fine-tune or get new ideas, or if your retrospectives have become a bit stale and need re-invigorating, there are ideas in here to support you.

'My favourite book' Tinchy Stryder BA Business Life Book of the Month The ultimate hustle is to move freely between the street and corporate worlds, to find your flow and never stay locked in the same position. This is a manifesto for how to operate in the twenty-first century, where everything has been turned on its head. Building on the runaway success of Robert Greene's *The 48 Laws of Power* (almost five million copies sold), the 'modern Machiavelli' teams up with rapper 50 Cent to show how the power game of success can be played to your advantage. Drawing on the lore of gangsters, hustlers, and hip-hop artists, as well as 50 Cent's business and artistic dealings, the authors present the 'Laws of 50', revealing how to become a master strategist and supreme realist. Success comes from seeking an advantage in each and every encounter, and The 50th Law offers indispensable advice on how to win in business - and in life.

Are there tried and true principles that are always certain to help a person grow? John Maxwell says the answer is yes. He has been passionate about personal development for over fifty years, and for the first time, he teaches everything he has gleaned about what it takes to reach our potential. In the way that only he can communicate, John teaches . . . The Law of the Mirror: You Must See Value in Yourself to Add Value to Yourself The Law of Awareness: You Must Know Yourself to Grow Yourself The Law of Modeling: It's Hard to Improve When You Have No One But Yourself to Follow The Law of the Rubber Band: Growth Stops When You Lose the Tension Between Where You are and Where You Could Be The Law of Contribution: Developing Yourself Enables You to Develop Others This third book in John Maxwell's Laws series (following the 2-million seller *The 21 Irrefutable Laws of Leadership* and *The 17 Indisputable Laws of Teamwork*) will help you become a lifelong learner whose potential keeps increasing and never gets "used up."

Describes the state of postwar development policy in Africa that has channeled billions of dollars in aid but failed to either reduce poverty or increase growth, offering a hopeful vision of how to address the problem.

A celebrated writer on food and sustainability offers fifty straightforward, impactful rules for climate-friendly living "Some strong and rational suggestions for reducing your personal impact here--and when you're eating smart, you'll have the energy to do the movement building we need to change systems too! This book integrates the individual and the societal in a powerful way."--Bill McKibben We all understand just how dire the circumstances facing our planet are and that we

all need to do our part to stem the tide of climate change. When we look in the mirror, we can admit that we desperately need to go on a climate diet. But the task of cutting down our carbon emissions feels overwhelming and the discipline required hard to summon. With *The Climate Diet*, award-winning food and environmental writer Paul Greenberg offers us the practical, accessible guide we all need. It contains fifty achievable steps we can take to live our daily lives in a way that's friendlier to the planet--from what we eat, how we live at home, how we travel, and how we lobby businesses and elected officials to do the right thing. Chock-full of simple yet revelatory guidance, *The Climate Diet* empowers us to cast aside feelings of helplessness and start making positive changes for the good of our planet.

For every tween girl wondering about her changing body and changing brain, this funny and highly illustrated guide is the answer. Packed with advice about everything from periods to bras to body hair—PLUS tips on how to deal with crushes, new emotions, and all the chaos in between! Growing up is fun . . . but it's tough, too. There are a lot of unknowns and it can be weird and messy for girls. Worry not! This book covers EVERYTHING girls need to know, and it's all been reviewed and fact-checked by medical consultant Dr. Radha Modgil. Learn how: To make your body your best friend (not your enemy). To get out there and do YOU (even when you don't want to move off the couch). The thoughts and feelings that make you feel alone are shared by every girl on the planet. To feel amazing through exercise, nutrition, and skin care. And so much more! Great for those who loved *The Care and Keeping of You* or *What's Happening to My Body?*

The idea of "The Green Book" is to give the Motorist and Tourist a Guide not only of the Hotels and Tourist Homes in all of the large cities, but other classifications that will be found useful wherever he may be. Also facts and information that the Negro Motorist can use and depend upon. There are thousands of places that the public doesn't know about and aren't listed. Perhaps you know of some? If so send in their names and addresses and the kind of business, so that we might pass it along to the rest of your fellow Motorists. You will find it handy on your travels, whether at home or in some other state, and is up to date. Each year we are compiling new lists as some of these places move, or go out of business and new business places are started giving added employment to members of our race.

User story mapping is a valuable tool for software development, once you understand why and how to use it. This insightful book examines how this often misunderstood technique can help your team stay focused on users and their needs without getting lost in the enthusiasm for individual product features. Author Jeff Patton shows you how changeable story maps enable your team to hold better conversations about the project throughout the development process. Your team will learn to come away with a shared understanding of what you're attempting to build and why. Get a high-level view of story mapping, with an exercise to learn key concepts quickly Understand how stories really work, and how they come to life in Agile and Lean projects Dive into a story's lifecycle, starting with opportunities and moving

deeper into discovery Prepare your stories, pay attention while they're built, and learn from those you convert to working software

Satisfy Stakeholders by Solving the Right Problems, in the Right Ways In *Beyond Requirements* , Kent J. McDonald shows how applying analysis techniques with an agile mindset can radically transform analysis from merely “gathering and documenting requirements” to an important activity teams use to build shared understanding. First, McDonald discusses the unique agile mindset, reviews the key principles underlying it, and shows how these principles link to effective analysis. Next, he puts these principles to work in four wide-ranging and thought-provoking case studies. Finally, he drills down on a full set of techniques for effective agile analysis, using examples to show how, why, and when they work. McDonald's strategies will teach you how to understand stakeholders' needs, identify the best solution for satisfying those needs, and build a shared understanding of your solution that persists throughout the product lifecycle. He also demonstrates how to iterate your analysis, taking advantage of what you learn throughout development, testing, and deployment so that you can continuously adapt, refine, and improve. Whether you're an analysis practitioner or you perform analysis tasks as a developer, manager, or tester, McDonald's techniques will help your team consistently find and deliver better solutions. Coverage includes Core concepts for analysis: needs/ solutions, outcome/output, discovery/delivery Adapting Lean Startup ideas for IT projects: customer delivery, build–measure–learn, and metrics Structuring decisions, recognizing differences between options and commitments, and overcoming cognitive biases Focusing on value: feature injection, minimum viable products, and minimum marketable features Understanding how analysis flows alongside your project's lifecycle Analyzing users: mapping stakeholders, gauging commitment, and creating personas Understanding context: performing strategy (enterprise) analysis Clarifying needs: applying decision filters, assessing project opportunities, stating problems Investigating solutions: impact and story mapping, collaborative modeling, and acceptance criteria definition Kent J. McDonald uncovers better ways of delivering value. His experience includes work in business analysis, strategic planning, project management, and product development in the financial services, health insurance, performance marketing, human services, nonprofit, and automotive industries. He has a BS in industrial engineering from Iowa State University and an MBA from Kent State University. He is coauthor of *Stand Back and Deliver: Accelerating Business Agility* (Addison-Wesley, 2009).

Make workplace conflict resolution a game that EVERYBODY wins! Recent studies show that typical managers devote more than a quarter of their time to resolving coworker disputes. The *Big Book of Conflict-Resolution Games* offers a wealth of activities and exercises for groups of any size that let you manage your business (instead of managing personalities). Part of the acclaimed, bestselling *Big Books* series, this guide offers step-by-step directions and

customizable tools that empower you to heal rifts arising from ineffective communication, cultural/personality clashes, and other specific problem areas—before they affect your organization's bottom line. Let *The Big Book of Conflict-Resolution Games* help you to: Build trust Foster morale Improve processes Overcome diversity issues And more Dozens of physical and verbal activities help create a safe environment for teams to explore several common forms of conflict—and their resolution. Inexpensive, easy-to-implement, and proved effective at Fortune 500 corporations and mom-and-pop businesses alike, the exercises in *The Big Book of Conflict-Resolution Games* delivers everything you need to make your workplace more efficient, effective, and engaged.

This book is for everyone who needs to test the web. As a tester, you'll automate your tests. As a developer, you'll build more robust solutions. And as a team, you'll gain a vocabulary and a means to coordinate how to write and organize automated tests for the web. Follow the testing pyramid and level up your skills in user interface testing, integration testing, and unit testing. Your new skills will free you up to do other, more important things while letting the computer do the one thing it's really good at: quickly running thousands of repetitive tasks. This book shows you how to do three things: How to write really good automated tests for the web. How to pick and choose the right ones. \* How to explain, coordinate, and share your efforts with others. If you're a traditional software tester who has never written an automated test before, this is the perfect book for getting started. Together, we'll go through everything you'll need to start writing your own tests. If you're a developer, but haven't thought much about testing, this book will show you how to move fast without breaking stuff. You'll test RESTful web services and legacy systems, and see how to organize your tests. And if you're a team lead, this is the Rosetta Stone you've been looking for. This book will help you bridge that testing gap between your developers and your testers by giving your team a model to discuss automated testing, and most importantly, to coordinate their efforts. *The Way of the Web Tester* is packed with cartoons, graphics, best practices, war stories, plenty of humor, and hands-on tutorial exercises that will get you doing the right things, the right way.

The New York Times and Wall Street Journal bestseller, based on the principle that little, everyday decisions will either take you to the life you desire or to disaster by default. No gimmicks. No Hyperbole. No Magic Bullet. *The Compound Effect* is a distillation of the fundamental principles that have guided the most phenomenal achievements in business, relationships, and beyond. This easy-to-use, step-by-step operating system allows you to multiply your success, chart your progress, and achieve any desire. If you're serious about living an extraordinary life, use the power of *The Compound Effect* to create the success you want. You will find strategies including: How to win--every time! The No. 1 strategy to achieve any goal and triumph over any competitor, even if they're smarter, more talented or more experienced. Eradicating your bad habits (some you might be unaware of!) that are derailing your progress. The real,

lasting keys to motivation--how to get yourself to do things you don't feel like doing. Capturing the elusive, awesome force of momentum. Catch this, and you'll be unstoppable. The acceleration secrets of superachievers. Do they have an unfair advantage? Yes they do, and now you can too!

Uncover surprises, risks, and potentially serious bugs with exploratory testing. Rather than designing all tests in advance, explorers design and execute small, rapid experiments, using what they learned from the last little experiment to inform the next. Learn essential skills of a master explorer, including how to analyze software to discover key points of vulnerability, how to design experiments on the fly, how to hone your observation skills, and how to focus your efforts. Software is full of surprises. No matter how careful or skilled you are, when you create software it can behave differently than you intended. Exploratory testing mitigates those risks. Part 1 introduces the core, essential skills of a master explorer. You'll learn to craft charters to guide your exploration, to observe what's really happening (hint: it's harder than it sounds), to identify interesting variations, and to determine what expected behavior should be when exercising software in unexpected ways. Part 2 builds on that foundation. You'll learn how to explore by varying interactions, sequences, data, timing, and configurations. Along the way you'll see how to incorporate analysis techniques like state modeling, data modeling, and defining context diagrams into your explorer's arsenal. Part 3 brings the techniques back into the context of a software project. You'll apply the skills and techniques in a variety of contexts and integrate exploration into the development cycle from the very beginning. You can apply the techniques in this book to any kind of software. Whether you work on embedded systems, Web applications, desktop applications, APIs, or something else, you'll find this book contains a wealth of concrete and practical advice about exploring your software to discover its capabilities, limitations, and risks.

A manual for building a faster brain and a better you! The Little Book of Talent is an easy-to-use handbook of scientifically proven, field-tested methods to improve skills—your skills, your kids' skills, your organization's skills—in sports, music, art, math, and business. The product of five years of reporting from the world's greatest talent hotbeds and interviews with successful master coaches, it distills the daunting complexity of skill development into 52 clear, concise directives. Whether you're age 10 or 100, whether you're on the sports field or the stage, in the classroom or the corner office, this is an essential guide for anyone who ever asked, "How do I get better?" Praise for The Little Book of Talent "The Little Book of Talent should be given to every graduate at commencement, every new parent in a delivery room, every executive on the first day of work. It is a guidebook—beautiful in its simplicity and backed by hard science—for nurturing excellence."—Charles Duhigg, bestselling author of *The Power of Habit* "It's so juvenile to throw around hyperbolic terms such as 'life-changing,' but there's no other way to describe The Little Book of Talent. I was avidly

trying new things within the first half hour of reading it and haven't stopped since. Brilliant. And yes: life-changing."—Tom Peters, co-author of *In Search of Excellence*

Food has the power to temporarily alleviate stress and sadness, enhance joy, and bring us comfort when we need it most. It's no wonder experts estimate that 75 percent of overeating is triggered by our emotions, not physical hunger. The good news is you can instead soothe yourself through dozens of mindful activities that are healthy for both body and mind. Susan Albers, author of *Eating Mindfully*, now offers 50 *Ways to Soothe Yourself Without Food*, a collection of mindfulness skills and practices for relaxing the body in times of stress and ending your dependence on eating as a means of coping with difficult emotions. You'll not only discover easy ways to soothe urges to overeat, you'll also learn how to differentiate emotion-driven hunger from healthy hunger. Reach for this book instead of the refrigerator next time you feel the urge to snack—these alternatives are just as satisfying!

*A Wrinkle in Time* is the winner of the 1963 Newbery Medal. It was a dark and stormy night—Meg Murry, her small brother Charles Wallace, and her mother had come down to the kitchen for a midnight snack when they were upset by the arrival of a most disturbing stranger. "Wild nights are my glory," the unearthly stranger told them. "I just got caught in a downdraft and blown off course. Let me sit down for a moment, and then I'll be on my way. Speaking of ways, by the way, there is such a thing as a tesseract." A tesseract (in case the reader doesn't know) is a wrinkle in time. To tell more would rob the reader of the enjoyment of Miss L'Engle's unusual book. *A Wrinkle in Time*, winner of the Newbery Medal in 1963, is the story of the adventures in space and time of Meg, Charles Wallace, and Calvin O'Keefe (athlete, student, and one of the most popular boys in high school). They are in search of Meg's father, a scientist who disappeared while engaged in secret work for the government on the tesseract problem.

Printed in full color. Faced with a software project of epic proportions? Tired of over-committing and under-delivering? Enter the dojo of the agile samurai, where agile expert Jonathan Rasmusson shows you how to kick-start, execute, and deliver your agile projects. Combining cutting-edge tools with classic agile practices, *The Agile Samurai* gives you everything you need to deliver something of value every week and make rolling your software into production a non-event. Get ready to kick some software project butt. By learning the ways of the agile samurai you will discover: how to create plans and schedules your customer and your team can believe in what characteristics make a good agile team and how to form your own how to gather requirements in a fraction of the time using agile user stories what to do when you discover your schedule is wrong, and how to look like a pro correcting it how to execute fiercely by leveraging the power of agile software engineering practices By the end of this book you will know everything you need to set up, execute, and successfully deliver agile projects, and have fun along the way. If you're a project lead, this book gives you the tools to set up and lead your agile project from start to finish. If you are an analyst, programmer, tester, usability designer, or project manager, this book gives you the insight and foundation necessary to become a valuable agile team member. *The Agile Samurai* slices away the fluff and theory that make other books less-than-agile. It's packed with best practices, war stories, plenty of humor and hands-on tutorial exercises that will get you doing the right things, the right way. This book will make a difference.

This book is for cross-functional teams working in an iterative delivery environment, planning with user stories and testing frequently changing software under tough time pressure. This book will help you test your software better, easier and faster. Many of these ideas also help teams engage their business stakeholders better in defining key expectations and improve the quality of their software products.

Fifty Quick Ideas to Improve Your User Stories

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