

Succeeding With Agile Software Development Using Scrum Addison Wesley Signature

Succeeding with Agile is for pragmatic software professionals who want real answers to the most difficult challenges they face in implementing Scrum. Cohn covers every facet of the transition: getting started, helping individuals transition to new roles, structuring teams, scaling up, working with a distributed team, and finally, implementing effective metrics and continuous improvement. Throughout, Cohn presents Things to Try Now sections based on his most successful advice. Complementary Objection sections reproduce typical conversations with those resisting change and offer practical guidance.

“We need better approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation.” –From the Foreword by Don Reinertsen, President of Reinertsen & Associates; author of *Managing the Design Factory*; and leading expert on rapid

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product development Effective requirements discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile approaches, the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In *Agile Software Requirements*, Dean Leffingwell shows exactly how to create effective requirements in Agile environments. Part I presents the “big picture” of Agile requirements in the enterprise, and describes an overall process model for Agile requirements at the project team, program, and portfolio levels Part II describes a simple and lightweight, yet comprehensive model that Agile project teams can use to manage requirements Part III shows how to develop Agile requirements for complex systems that require the cooperation of multiple teams Part IV guides enterprises in developing Agile requirements for ever-larger “systems of systems,” application suites, and product portfolios This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You’ll find proven solutions you can apply right now—whether you’re a software developer or tester, executive, project/program manager, architect, or team leader.

Learning Agile is a comprehensive guide to the most popular agile methods,

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written in a light and engaging style that makes it easy for you to learn. Agile has revolutionized the way teams approach software development, but with dozens of agile methodologies to choose from, the decision to "go agile" can be tricky. This practical book helps you sort it out, first by grounding you in agile's underlying principles, then by describing four specific—and well-used—agile methods: Scrum, extreme programming (XP), Lean, and Kanban. Each method focuses on a different area of development, but they all aim to change your team's mindset—from individuals who simply follow a plan to a cohesive group that makes decisions together. Whether you're considering agile for the first time, or trying it again, you'll learn how to choose a method that best fits your team and your company. Understand the purpose behind agile's core values and principles Learn Scrum's emphasis on project management, self-organization, and collective commitment Focus on software design and architecture with XP practices such as test-first and pair programming Use Lean thinking to empower your team, eliminate waste, and deliver software fast Learn how Kanban's practices help you deliver great software by managing flow Adopt agile practices and principles with an agile coach

Master IBM's Breakthrough DAD Process Framework for Succeeding with Agile in Large, Complex, Mission-Critical IT Projects It is widely recognized that moving

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from traditional to agile approaches to build software solutions is a critical source of competitive advantage. Mainstream agile approaches that are indeed suitable for small projects require significant tailoring for larger, complex enterprise projects. In *Disciplined Agile Delivery*, Scott W. Ambler and Mark Lines introduce IBM's breakthrough Disciplined Agile Delivery (DAD) process framework, which describes how to do this tailoring. DAD applies a more disciplined approach to agile development by acknowledging and dealing with the realities and complexities of a portfolio of interdependent program initiatives. Ambler and Lines show how to extend Scrum with supplementary agile and lean strategies from Agile Modeling (AM), Extreme Programming (XP), Kanban, Unified Process (UP), and other proven methods to provide a hybrid approach that is adaptable to your organization's unique needs. They candidly describe what practices work best, why they work, what the trade-offs are, and when to consider alternatives, all within the context of your situation. *Disciplined Agile Delivery* addresses agile practices across the entire lifecycle, from requirements, architecture, and development to delivery and governance. The authors show how these best-practice techniques fit together in an end-to-end process for successfully delivering large, complex systems--from project initiation through delivery. Coverage includes Scaling agile for mission-critical enterprise endeavors

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Avoiding mistakes that drive poorly run agile projects to chaos Effectively initiating an agile project Transitioning as an individual to agile Incrementally building consumable solutions Deploying agile solutions into complex production environments Leveraging DevOps, architecture, and other enterprise disciplines Adapting your governance strategy for agile projects Based on facts, research, and extensive experience, this book will be an indispensable resource for every enterprise software leader and practitioner--whether they're seeking to optimize their existing agile/Scrum process or improve the agility of an iterative process. This is a comprehensive guide to Scrum for all (team members, managers, and executives). If you want to use Scrum to develop innovative products and services that delight your customers, this is the complete, single-source reference you've been searching for. This book provides a common understanding of Scrum, a shared vocabulary that can be used in applying it, and practical knowledge for deriving maximum value from it.

This deck of index cards is arranged in four sections: concepts, planning, teamwork and coding. The front of the card lists the things you need to know and the back provides further detail.

The First Guide to Scrum-Based Agile Product Management In Agile Product Management with Scrum, leading Scrum consultant Roman Pichler uses real-

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world examples to demonstrate how product owners can create successful products with Scrum. He describes a broad range of agile product management practices, including making agile product discovery work, taking advantage of emergent requirements, creating the minimal marketable product, leveraging early customer feedback, and working closely with the development team. Benefitting from Pichler's extensive experience, you'll learn how Scrum product ownership differs from traditional product management and how to avoid and overcome the common challenges that Scrum product owners face. Coverage includes Understanding the product owner's role: what product owners do, how they do it, and the surprising implications Envisioning the product: creating a compelling product vision to galvanize and guide the team and stakeholders Grooming the product backlog: managing the product backlog effectively even for the most complex products Planning the release: bringing clarity to scheduling, budgeting, and functionality decisions Collaborating in sprint meetings: understanding the product owner's role in sprint meetings, including the dos and don'ts Transitioning into product ownership: succeeding as a product owner and establishing the role in the enterprise This book is an indispensable resource for anyone who works as a product owner, or expects to do so, as well as executives and coaches interested in establishing agile product management.

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Janet Gregory and Lisa Crispin pioneered the agile testing discipline with their previous work, *Agile Testing*. Now, in *More Agile Testing*, they reflect on all they've learned since. They address crucial emerging issues, share evolved agile practices, and cover key issues agile testers have asked to learn more about. Packed with new examples from real teams, this insightful guide offers detailed information about adapting agile testing for your environment; learning from experience and continually improving your test processes; scaling agile testing across teams; and overcoming the pitfalls of automated testing. You'll find brand-new coverage of agile testing for the enterprise, distributed teams, mobile/embedded systems, regulated environments, data warehouse/BI systems, and DevOps practices. You'll come away understanding

- How to clarify testing activities within the team
- Ways to collaborate with business experts to identify valuable features and deliver the right capabilities
- How to design automated tests for superior reliability and easier maintenance
- How agile team members can improve and expand their testing skills
- How to plan “just enough,” balancing small increments with larger feature sets and the entire system
- How to use testing to identify and mitigate risks associated with your current agile processes and to prevent defects
- How to address challenges within your product or organizational context
- How to perform exploratory testing using

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“personas” and “tours” • Exploratory testing approaches that engage the whole team, using test charters with session- and thread-based techniques • How to bring new agile testers up to speed quickly—without overwhelming them Janet Gregory is founder of DragonFire Inc., an agile quality process consultancy and training firm. Her passion is helping teams build quality systems. For almost fifteen years, she has worked as a coach and tester, introducing agile practices into companies of all sizes and helping users and testers understand their agile roles. She is a frequent speaker at agile and testing software conferences, and is a major contributor to the agile testing community. Lisa Crispin, an experienced agile testing practitioner and coach, regularly leads conference workshops on agile testing and contributes frequently to agile software publications. She enjoys collaborating as part of an awesome agile team to produce quality software. Since 1982, she has worked in a variety of roles on software teams, in a wide range of industries. She joined her first agile team in 2000 and continually learns from other teams and practitioners.

Your Hands-On, "In-the-Trenches" Guide to Successfully Leading Agile Projects Agile methods promise to infuse development with unprecedented flexibility, speed, and value and these promises are attracting IT organizations worldwide. However, agile methods often fail to clearly define the manager's role,

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and many managers have been reluctant to buy in. Now, expert project manager Sanjiv Augustine introduces agility "from the manager's point of view, offering a proven management framework that addresses everything from team building to project control. Augustine bridges the disconnect between the assumptions and techniques of traditional and agile management, demonstrating why agility is better aligned with today's project realities, and how to simplify your transition. Using a detailed case study, he shows how agile methods can scale to succeed in even the largest projects: Defining a high-value role for the manager in agile project environments Refocusing on "outcomes--not rigid plans, processes, or controls Structuring and building adaptive, self-organizing "organic teams" Forming a guiding vision that aligns your team behind a common purpose Empowering your team with the information it needs to succeed Managing the flow of customer value from one creative stage to the next Leveraging your team members strengths as "whole persons" Implementing full-life-cycle agility: from planning and coding to maintenance and knowledge transfer Customizing agile methods to your unique environment Becoming an "adaptive leader" who can inspire and energize agile teams Whether you're a technical or business manager, "Managing Agile Projects" gives you all the tools you need to implement agility in "your environment" and reap its full benefits.

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Proven Patterns and Techniques for Succeeding with Agile in Your Organization Agile methods promise to help you create software that delivers far more business value—and do it faster, at lower cost, and with less pain. However, many organizations struggle with implementation and leveraging these methods to their full benefit. In this book, Amr Elssamadisy identifies the powerful lessons that have been learned about successfully moving to agile and distills them into 30 proven agile adoption patterns. Elssamadisy walks you through the process of defining your optimal agile adoption strategy with case studies and hands-on exercises that illuminate the key points. He systematically examines the most common obstacles to agile implementation, identifying proven solutions. You'll learn where to start, how to choose the best agile practices for your business and technical environment, and how to adopt agility incrementally, building on steadily growing success.

Thousands of organizations are adopting Scrum to transform the way they execute complex projects, in software and beyond. This guide will give you the skills and confidence needed to deploy Scrum, resulting in high-performing teams and satisfied customers. Drawing on years of hands-on experience helping

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companies succeed, Certified Scrum Trainer (CST) Mitch Lacey helps you overcome the major challenges of Scrum adoption and the deeper issues that emerge later. Extensively revised to reflect improved Scrum practices and tools, this edition adds an all-new section of tips from the field. Lacey covers many new topics, including immersive interviewing, collaborative estimation, and deepening business alignment. In 35 engaging chapters, you'll learn how to build support and maximize value across your company. Now part of the renowned Mike Cohn Signature Series on agile development, this pragmatic guide addresses everything from establishing roles and priorities to determining team velocity, setting sprint length, and conducting customer reviews. Coverage includes

- Bringing teams and new team members on board
- Creating a workable definition of "done"
- Planning for short-term wins, and removing impediments to success
- Balancing predictability and adaptability in release planning
- Running productive daily scrums
- Fixing failing sprints
- Accurately costing projects, and measuring the value they deliver
- Managing risks in dynamic Scrum projects
- Prioritizing and estimating backlogs
- Working with distributed and offshore teams
- Institutionalizing improvements, and extending agility throughout the organization

Packed with real-world examples straight from Lacey's experience, this book will be invaluable to anyone transitioning to Scrum, seeking to improve their early results, or trying to

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get back on track.

"If you're looking for solid, easy-to-follow advice on estimation, requirements gathering, managing change, and more, you can stop now: this is the book for you."--Scott Berkun, Author of The Art of Project Management

What makes software projects succeed? It takes more than a good idea and a team of talented programmers. A project manager needs to know how to guide the team through the entire software project. There are common pitfalls that plague all software projects and rookie mistakes that are made repeatedly--sometimes by the same people! Avoiding these pitfalls is not hard, but it is not necessarily intuitive. Luckily, there are tried and true techniques that can help any project manager. In *Applied Software Project Management*, Andrew Stellman and Jennifer Greene provide you with tools, techniques, and practices that you can use on your own projects right away. This book supplies you with the information you need to diagnose your team's situation and presents practical advice to help you achieve your goal of building better software. Topics include:

- Planning a software project
- Helping a team estimate its workload
- Building a schedule
- Gathering software requirements and creating use cases
- Improving programming with refactoring, unit testing, and version control
- Managing an outsourced project
- Testing software

Jennifer Greene and Andrew Stellman have been building

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software together since 1998. Andrew comes from a programming background and has managed teams of requirements analysts, designers, and developers. Jennifer has a testing background and has managed teams of architects, developers, and testers. She has led multiple large-scale outsourced projects. Between the two of them, they have managed every aspect of software development. They have worked in a wide range of industries, including finance, telecommunications, media, nonprofit, entertainment, natural-language processing, science, and academia. For more information about them and this book, visit stellman-greene.com

Changing Software Development explains why software development is an exercise in change management and organizational intelligence. An underlying belief is that change is learning and learning creates knowledge. By blending the theory of knowledge management, developers and managers will gain the tools to enhance learning and change to accommodate new innovative approaches such as agile and lean computing. Changing Software Development is peppered with practical advice and case studies to explain how and why knowledge, learning and change are important in the development process. Today, managers are pre-occupied with knowledge management, organization learning and change management; while software developers are often ignorant of the

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bigger issues embedded in their work. This innovative book bridges this divide by linking the software world of technology and processes to the business world of knowledge, learning and change.

The rules of battle for tracking down -- and eliminating -- hardware and software bugs. When the pressure is on to root out an elusive software or hardware glitch, what's needed is a cool head courtesy of a set of rules guaranteed to work on any system, in any circumstance. Written in a frank but engaging style, Debugging provides simple, foolproof principles guaranteed to help find any bug quickly. This book makes those shelves of application-specific debugging books (on C++, Perl, Java, etc.) obsolete. It changes the way readers think about debugging, making those pesky problems suddenly much easier to find and fix. Illustrating the rules with real-life bug-detection war stories, the book shows readers how to:

- * Understand the system: how perceiving the "roadmap" can hasten your journey
- * Quit thinking and look: when hands-on investigation can't be avoided
- * Isolate critical factors: why changing one element at a time can be an essential tool
- * Keep an audit trail: how keeping a record of the debugging process can win the day

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Agile Estimating and Planning is the definitive, practical guide to estimating and planning agile projects. In this book, Agile Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done, with real-world examples and case studies. Concepts are clearly illustrated and readers are guided, step by step, toward how to answer the following questions: What will we build? How big will it be? When must it be done? How much can I really complete by then? You will first learn what makes a good plan—and then what makes it agile. Using the techniques in Agile Estimating and Planning, you can stay agile from start to finish, saving time, conserving resources, and accomplishing more. Highlights include: Why conventional prescriptive planning fails and why agile planning works How to estimate feature size using story points and ideal days—and when to use each How and when to re-estimate How to prioritize features using both financial and nonfinancial approaches How to split large features into smaller, more manageable ones How

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to plan iterations and predict your team's initial rate of progress
How to schedule projects that have unusually high uncertainty or schedule-related risk
How to estimate projects that will be worked on by multiple teams
Agile Estimating and Planning supports any agile, semiagile, or iterative process, including Scrum, XP, Feature-Driven Development, Crystal, Adaptive Software Development, DSDM, Unified Process, and many more. It will be an indispensable resource for every development manager, team leader, and team member.

For courses in Advanced Software Engineering or Object-Oriented Design. This book covers the human and organizational dimension of the software improvement process and software project management - whether based on the CMM or ISO 9000 or the Rational Unified Process. Drawn from a decade of research, it emphasizes common-sense practices. Its principles are general but concrete; every pattern is its own built-in example. Historical supporting material from other disciplines is provided. Though even pattern experts will appreciate the depth and currency of the material, it is self-contained and well-suited for the layperson.

This book helps the reader translate the Scrum framework into reality to meet the Scrum challenges formal training never warned about. Drawing on his extensive agile experience in a wide range of projects and environments, the author presents thirty

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proven, flexible shortcuts for optimizing Scrum processes, actions, and outcomes. Each shortcut walks the reader through applying a Scrum approach to achieve a tangible output. These easy-to-digest, actionable patterns address a broad range of topics including getting started, quality and metrics, team members and roles, managing stakeholders, estimation, continuous improvement and more.

Provides recommendations and case studies to help with the implementation of Scrum. Many organizations that have improved process maturity through Capability Maturity Model Integration (CMMI®) now also want greater agility. Conversely, many organizations that are succeeding with Agile methods now want the benefits of more mature processes. The solution is to integrate CMMI and Agile. Integrating CMMI® and Agile Development offers broad guidance for melding these process improvement methodologies. It presents six detailed case studies, along with essential real-world lessons, big-picture insights, and mistakes to avoid. Drawing on decades of process improvement experience, author Paul McMahon explains how combining an Agile approach with the CMMI process improvement framework is the fastest, most effective way to achieve your business objectives. He offers practical, proven techniques for CMMI and Agile integration, including new ways to extend Agile into system engineering and project management and to optimize performance by focusing on your organization's unique, culture-related weaknesses.

Break the Old, Waterfall Habits that Hinder Agile Success: Drive Rapid Value and

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Continuous Improvement When agile teams don't get immediate results, it's tempting for them to fall back into old habits that make success even less likely. In *Being Agile*, Leslie Ekas and Scott Will present eleven powerful techniques for rapidly gaining substantial value from agile, making agile methods stick, and launching a “virtuous circle” of continuous improvement. Drawing on their experience helping more than 100 teams transition to agile, the authors review its key principles, identify corresponding practices, and offer breakthrough approaches for implementing them. Using their techniques, you can break typical waterfall patterns and go beyond merely “doing agile” to actually thinking and being agile. Ekas and Will help you clear away silos, improve stakeholder interaction, eliminate waste and waterfall-style inefficiencies, and lead the agile transition far more successfully. Each of their eleven principles can stand on its own: when you combine them, they become even more valuable. Coverage includes Building “whole teams” that cut across silos and work together throughout a product's lifecycle Engaging product stakeholders earlier and far more effectively Overcoming inefficient “waterations” and “big batch” waterfall thinking Getting past the curse of multi-tasking Eliminating dangerous technical and project debt Repeatedly deploying “release-ready” software in real user environments Delivering what customers really need, not what you think they needn Fixing the root causes of problems so they don't recur Learning from experience: mastering continuous improvement Assessing whether you're just “doing agile” or actually “being agile”

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Being Agile will be indispensable for all software professionals now adopting agile; for coaches, managers, engineers, and team members who want to get more value from it and for students discovering it for the first time.

Leading Agile Teams is a practical and engaging guide to help your organization embrace a more agile mindset. Most organizations work in large groups when trying to find solutions for big problems. Agile teams are different. They get more done by having a small self-organized team focus on the highest priority items. Each big problem is broken down and solved by a small, stable group of dedicated professionals. This book will give you the knowledge and tools you need to create and sustain strong agile teams. It is written for the developers, project managers, product owners, and ScrumMasters, who do most of the legwork in getting agile up and running.

Samman Technical Coaching is an approach to Agile training that focuses on technical questions concerning how code is written. It is a highly effective way of increasing agility in your software development organization. The first part of the Samman method involves the coach working in an ensemble with development teams, programming in their production codebase. This hands-on mentoring is accompanied by daily "learning hour" sessions for mastering particular techniques. In this book you will discover how to put Samman into practice, improve your coding procedures and how you collaborate. It is a practical guide for aspiring and experienced coaches looking for fresh ideas and new ways of teaching Agile. It is both challenging and fun for developers and coaches

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alike.

Successfully delivering projects at an organization can happen with the careful utilization of a variety of methods and practices. The best approach is a hybrid framework that adapts in real time to your team and its needs. This book addresses the practical realities of project delivery in the 21st century. The agile method is well-known and well-covered. Author Shawn Belling dives deeper with his expertise into organizational management and investigates how to best execute a graceful mix of waterfall methods, agile, and phase-based approaches. Each business and goal requires flexibility for a unique journey to success, and Belling provides the practitioner with practical, real-world examples and patterns of these methodologies. Succeeding with Agile Hybrids is the answer to the diversity of needs within your team. Whether you are an aspiring or current project manager, scrum master, or mid-level manager, this book will greatly benefit you and your goals for project delivery. Hybrid agile is the future, and you will be well-equipped to tackle it with Succeeding with Agile Hybrids on your shelf.

What You'll Learn

- See how hybrid agile is a common de facto approach to project management
- Review common, practical and real-world examples and patterns of hybrid agile project management
- Evaluate projects and organizations for using hybrid agile or agile project management

Who This Book is For

Aspiring or current project managers, scrum masters, or mid-level managers with responsibility for projects or professional services delivery in a technical field. Executive leaders, academic and

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training programs may also pick this book as a text.

The Agile movement provides real, actionable answers to the question that keeps many company leaders awake at night: How do we stay successful in a fast-changing and unpredictable world? Agile has already transformed how modern companies build and deliver software. This practical book demonstrates how entire organizations—from product managers and engineers to marketers and executives—can put Agile to work. Author Matt LeMay explains Agile in clear, jargon-free terms and provides concrete and actionable steps to help any team put its values and principles into practice. Examples from a wide variety of organizations, including small nonprofits and global financial enterprises, bring to life the on-the-ground realities of Agile across industries and functions. Understand exactly what Agile is and why it matters Use Agile to address your organization's specific needs and goals Take customer centricity from theory into practice Stop wasting time in "report and critique" meetings and start making better decisions Create a harmonious cycle of learning, collaborating, and delivering Learn from Agile experts at companies like IBM, Spotify, and Coca-Cola

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

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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.

Get past the myths of testing in agile environments - and implement agile testing the RIGHT way. * * For everyone concerned with agile testing: developers, testers, managers, customers, and other stakeholders. * Covers every key issue: Values, practices, organizational and cultural challenges, collaboration, metrics, infrastructure, documentation, tools, and more. * By two of the world's most experienced agile testing practitioners and consultants. Software testing has always been crucial, but it may be even more crucial in agile environments that rely heavily on repeated iterations of software capable of passing tests. There are, however, many myths associated with testing in agile environments. This book helps agile team members overcome those myths -- and implement testing that truly maximizes software quality and

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value. Long-time agile testers Lisa Crispin and Janet Gregory offer powerful insights for three large, diverse groups of readers: experienced testers who are new to agile; members of newly-created agile teams who aren't sure how to perform testing or work with testers; and test/QA managers whose development teams are implementing agile. Readers will learn specific agile testing practices and techniques that can mean the difference between success and failure; discover how to transition 'traditional' test teams to agile; and learn how to integrate testers smoothly into agile teams. Drawing on extensive experience, the authors illuminate topics ranging from culture to test planning to automated tools. They cover every form of testing: business-facing tests, technology-facing tests, exploratory tests, context-driven and scenario tests, load, stability, and endurance tests, and more. Using this book's techniques, readers can improve the effectiveness and reduce the risks of any agile project or initiative.

OKRs are about goals bigger than the next story. OKRs prioritise purpose and strategy over backlogs. Objectives are big goals; key results are smaller goals that build towards the objective. Does your agile team get lead astray by burning fires? Do you struggle to keep your agile team focused? Do you feel the need for more than just doing the top of the backlog every two weeks? Are you using, or want to use, OKRs with an agile team? Then this is the book for you. Acclaimed author Allan Kelly has written a short guide to OKRs, writing them, organizing to deliver and the pitfalls. Allan is the author of multiple books on agile and has given advice and training for over 10 years. Now he turns his attention to OKRs. In this book he doesn't try to sell OKRs - others can tell you why OKRs are great. Allan describes his practical experience working with an agile team adopting OKRs, day-by-day, quarter-by-quarter. Allan's advice includes: be really specific in setting goals, involve the whole team in setting OKRs, think broad

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when setting then execute narrowly, set analogue not binary OKRs and, most controversially, throw away your backlog and let OKRs drive everything you do. Initially sceptical about OKRs Allan found them a good fit with agile; OKRs became an effective means of focus teams, exposing problems, communicating with senior managers and a powerful means of asking bigger questions about product strategy and value. OKRs and agile work well together because they are both outcome oriented and results focused. When used right OKRs give power and authority to teams - one could even say OKRs create test first management. Yet OKR can be a double edge-sword, used poorly they can re-introduce command-and-control and hinder agile working. Allan addresses problems with predictability, aspirations, culture, targets and annual reviews. "Easy read, super useful book for my current context at work right now!" @c_combe on Twitter "I especially like the honest portrayal of top-down MBO OKR-setting and its problems. And providing tips on how to go about using OKRs in a different way." @anttiki "I recommend heartily and have done so openly on the book seller's site - brilliant, balanced and lived experience and feedback from Allan" @rj_number_one "Initially, I was thinking to join some OKR training but honestly felt this book is good enough to get one on the right path!" @ProdScrumMaster

Thoroughly reviewed and eagerly anticipated by the agile community, *User Stories Applied* offers a requirements process that saves time, eliminates rework, and leads directly to better software. The best way to build software that meets users' needs is to begin with "user stories": simple, clear, brief descriptions of functionality that will be valuable to real users. In *User Stories Applied*, Mike Cohn provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user

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story, and what makes a bad one. You'll discover practical ways to gather user stories, even when you can't speak with your users. Then, once you've compiled your user stories, Cohn shows how to organize them, prioritize them, and use them for planning, management, and testing. User role modeling: understanding what users have in common, and where they differ Gathering stories: user interviewing, questionnaires, observation, and workshops Working with managers, trainers, salespeople and other "proxies" Writing user stories for acceptance testing Using stories to prioritize, set schedules, and estimate release costs Includes end-of-chapter practice questions and exercises User Stories Applied will be invaluable to every software developer, tester, analyst, and manager working with any agile method: XP, Scrum... or even your own home-grown approach.

For those considering Extreme Programming, this book provides no-nonsense advice on agile planning, development, delivery, and management taken from the authors' many years of experience. While plenty of books address the what and why of agile development, very few offer the information users can apply directly.

This new book from Steve McConnell, author of the software industry classic Code Complete, distills hundreds of companies'-worth of hard-won insights into an easy-to-read guide to the proven, modern Agile practices that work best. In this comprehensive yet accessible overview for software leaders, Steve McConnell presents an impactful, action-oriented prescription--covering the practical considerations needed to ensure you reap the full benefits of effective Agile: Adopt the individual Agile tools suited to your specific organization Create high-performing, autonomous teams that are truly business-focused Understand the ground truth of Scrum and diagnose your teams' issues Improve coherence of requirements in an

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iterative environment Test more effectively, and improve quality Lead your organization through real-world constraints including multi-site teams, large projects, industry regulations, and the need for predictability Whether you are a C-level executive, vice president, director, manager, technical leader, or coach, this no-nonsense reference seamlessly threads together traditional approaches, early Agile approaches, modern Agile approaches, and the principles and context that underlie them all--creating an invaluable resource for you, your teams, and your organization.

More and more Agile projects are seeking architectural roots as they struggle with complexity and scale - and they're seeking lightweight ways to do it Still seeking? In this book the authors help you to find your own path Taking cues from Lean development, they can help steer your project toward practices with longstanding track records Up-front architecture? Sure. You can deliver an architecture as code that compiles and that concretely guides development without bogging it down in a mass of documents and guesses about the implementation

Documentation? Even a whiteboard diagram, or a CRC card, is documentation: the goal isn't to avoid documentation, but to document just the right things in just the right amount Process?

This all works within the frameworks of Scrum, XP, and other Agile approaches

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Every product owner faces a complex and unique set of challenges within their team. This provides each individual the opportunity to fill the role with different ambitions, skills, and insights. Your product ownership journey can take a variety of paths, and The Art of Agile Product Ownership is here to be your guide. Author Allan Kelly, who delivers Agile training courses to major companies, pulls from his experience to help you discover what it takes to be

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a successful product owner. You will learn how you need to define your role within a team and how you can best incorporate ownership with strategy. With the Agile method, time is the key factor, and after using the lessons from this book you will confidently be able to synthesize features, functionality, and scope against delivery. You will find out how other team members such as the UX designer and business analyst can support and enhance your role as product owner, and how every type of company structure can adapt for optimal agility. The Art of Agile Product Ownership is a beacon for current product owners, programmers who are ready to take the next step towards ownership, and analysts transitioning into the product space. This book helps you determine for yourself the best way to fill the product owner role so that you utilize your unique combination of skills. Product ownership is central to a successful Agile team, and after reading this book, you will be more than ready for the challenge. What You Will Learn Explores activities the product owner needs to do in order to write good and valuable user stories Identifies skills product owners can learn from product managers and business analysts Demonstrates how to make decisions based on business and customer demand rather than technical needs and feasibility Who This Book Is For This is a book for anyone becoming a product owner: developers and programmers, who, after some years at the code-face, are ready to step up to the next stage to own the product that they have been coding. Business Analysts and Product Managers who see themselves transitioning into the a product owner role will find value in this book in understanding their new role and how the work is the same and how it is different

This open access book constitutes the proceedings of the 20th International Conference on Agile Software Development, XP 2019, held in Montreal, QC, Canada, in May 2019. XP is the

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premier agile software development conference combining research and practice. It is a hybrid forum where agile researchers, academics, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. Following this history, for both researchers and seasoned practitioners XP 2019 provided an informal environment to network, share, and discover trends in Agile for the next 20 years The 15 full papers presented in this volume were carefully reviewed and selected from 45 submissions. They were organized in topical sections named: agile adoption, agile practices; large-scale agile; agility beyond IT, and the future of agile.

The rules and practices for Scrum—a simple process for managing complex projects—are few, straightforward, and easy to learn. But Scrum’s simplicity itself—its lack of prescription—can be disarming, and new practitioners often find themselves reverting to old project management habits and tools and yielding lesser results. In this illuminating series of case studies, Scrum co-creator and evangelist Ken Schwaber identifies the real-world lessons—the successes and failures—culled from his years of experience coaching companies in agile project management. Through them, you’ll understand how to use Scrum to solve complex problems and drive better results—delivering more valuable software faster. Gain the foundation in Scrum theory—and practice—you need to: Rein in even the most complex, unwieldy projects Effectively manage unknown or changing product requirements Simplify the chain of command with self-managing development teams Receive clearer specifications—and feedback—from customers Greatly reduce project planning time and required tools Build—and release—products in 30-day cycles so clients get deliverables earlier Avoid missteps by regularly inspecting, reporting on,

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and fine-tuning projects Support multiple teams working on a large-scale project from many geographic locations Maximize return on investment!

Use scrum in all aspects of life Scrum is an agile project management framework that allows for flexibility and collaboration to be a part of your workflow. Primarily used by software developers, scrum can be used across many job functions and industries. Scrum can also be used in your personal life to help you plan for retirement, a trip, or even a wedding or other big event. Scrum provides a small set of rules that create just enough structure for teams to be able to focus their innovation on solving what might otherwise be an insurmountable challenge. Scrum For Dummies shows you how to assemble a scrum taskforce and use it to implement this popular Agile methodology to make projects in your professional and personal life run more smoothly—from start to finish. Discover what scrum offers project and product teams Integrate scrum into your agile project management strategy Plan your retirement or a family reunion using scrum Prioritize for releases with sprints No matter your career path or job title, the principles of scrum are designed to make your life easier. Why not give it a try?

Deliver Better Games Faster, On Budget—And Make Game Development Fun Again! Game development is in crisis—facing bloated budgets, impossible schedules, unmanageable complexity, and death march overtime. It's no wonder so many development studios are struggling to survive. Fortunately, there is a solution. Scrum and Agile methods are already revolutionizing development outside the game industry. Now, long-time game developer Clinton Keith shows exactly how to successfully apply these methods to the unique challenges of game development. Keith has spent more than fifteen years developing games, seven of them with Scrum and agile methods. Drawing on this unparalleled expertise, he shows how

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teams can use Scrum to deliver games more efficiently, rapidly, and cost-effectively; craft games that offer more entertainment value; and make life more fulfilling for development teams at the same time. You'll learn to form successful agile teams that incorporate programmers, producers, artists, testers, and designers—and promote effective collaboration within and beyond those teams, throughout the entire process. From long-range planning to progress tracking and continuous integration, Keith offers dozens of tips, tricks, and solutions—all based firmly in reality and hard-won experience. Coverage includes Understanding Scrum's goals, roles, and practices in the context of game development Communicating and planning your game's vision, features, and progress Using iterative techniques to put your game into a playable state every two to four weeks— even daily Helping all team participants succeed in their roles Restoring stability and predictability to the development process Managing ambiguous requirements in a fluid marketplace Scaling Scrum to large, geographically distributed development teams Getting started: overcoming inertia and integrating Scrum into your studio's current processes Increasingly, game developers and managers are recognizing that things can't go on the way they have in the past. Game development organizations need a far better way to work. Agile Game Development with Scrum gives them that—and brings the profitability, creativity, and fun back to game development.

How do successful agile teams deliver bug-free, maintainable software—iteration after iteration? The answer is: By seamlessly combining development and testing. On such teams, the developers write testable code that enables them to verify it using various types of automated tests. This approach keeps regressions at bay and prevents “testing crunches”—which otherwise may occur near the end of an iteration—from ever happening. Writing testable code,

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however, is often difficult, because it requires knowledge and skills that cut across multiple disciplines. In *Developer Testing*, leading test expert and mentor Alexander Tarlinder presents concise, focused guidance for making new and legacy code far more testable. Tarlinder helps you answer questions like: When have I tested this enough? How many tests do I need to write? What should my tests verify? You'll learn how to design for testability and utilize techniques like refactoring, dependency breaking, unit testing, data-driven testing, and test-driven development to achieve the highest possible confidence in your software. Through practical examples in Java, C#, Groovy, and Ruby, you'll discover what works—and what doesn't. You can quickly begin using Tarlinder's technology-agnostic insights with most languages and toolsets while not getting buried in specialist details. The author helps you adapt your current programming style for testability, make a testing mindset "second nature," improve your code, and enrich your day-to-day experience as a software professional. With this guide, you will

- Understand the discipline and vocabulary of testing from the developer's standpoint
- Base developer tests on well-established testing techniques and best practices
- Recognize code constructs that impact testability
- Effectively name, organize, and execute unit tests
- Master the essentials of classic and "mockist-style" TDD
- Leverage test doubles with or without mocking frameworks
- Capture the benefits of programming by contract, even without runtime support for contracts
- Take control of dependencies between classes, components, layers, and tiers
- Handle combinatorial explosions of test cases, or scenarios requiring many similar tests
- Manage code duplication when it can't be eliminated
- Actively maintain and improve your test suites
- Perform more advanced tests at the integration, system, and end-to-end levels
- Develop an understanding for how the organizational context influences quality

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assurance Establish well-balanced and effective testing strategies suitable for agile teams

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