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A successful digital transformation must start with a conversational transformation. Today, software organizations are transforming the way work gets done through practices like Agile, Lean, and DevOps. But as commonly implemented as these methods are, many transformations still fail, largely because the organization misses a critical step: transforming

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their culture and the way people communicate. Agile Conversations brings a practical, step-by-step guide to using the human power of conversation to build effective, high-performing teams to achieve truly Agile results. Consultants Douglas Squirrel and Jeffrey Fredrick show readers how to utilize the Five Conversations to help teams build trust, alleviate fear, answer the “whys,” define commitments, and hold everyone accountable. These five conversations give teams everything they need to reach peak performance, and they are exactly what’s missing from too many teams today. Stop focusing on processes

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and practices that leave your organization stuck with culture-less rituals. Instead, unleash the unique human power of conversation.

Often referred to as the “black art” because of its complexity and uncertainty, software estimation is not as difficult or puzzling as people think. In fact, generating accurate estimates is straightforward—once you understand the art of creating them. In his highly anticipated book, acclaimed author Steve McConnell unravels the mystery to successful software estimation—distilling academic information and real-world experience into a practical guide for

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*working software professionals. Instead of arcane treatises and rigid modeling techniques, this guide highlights a proven set of procedures, understandable formulas, and heuristics that individuals and development teams can apply to their projects to help achieve estimation proficiency. Discover how to: Estimate schedule and cost—or estimate the functionality that can be delivered within a given time frame Avoid common software estimation mistakes Learn estimation techniques for you, your team, and your organization * Estimate specific project activities—including development, management,*

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and defect correction Apply estimation approaches to any type of project—small or large, agile or traditional Navigate the shark-infested political waters that surround project estimates When many corporate software projects are failing, McConnell shows you what works for successful software estimation. Printed in full color. Software development happens in your head. Not in an editor, IDE, or designtool. You're well educated on how to work with software and hardware, but what about wetware--our own brains? Learning new skills and new technology is critical to your career, and

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it's all in your head. In this book by Andy Hunt, you'll learn how our brains are wired, and how to take advantage of your brain's architecture. You'll learn new tricks and tips to learn more, faster, and retain more of what you learn. You need a pragmatic approach to thinking and learning. You need to Refactor Your Wetware. Programmers have to learn constantly; not just the stereotypical new technologies, but also the problem domain of the application, the whims of the user community, the quirks of your teammates, the shifting sands of the industry, and the evolving characteristics of the project

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itself as it is built. We'll journey together through bits of cognitive and neuroscience, learning and behavioral theory. You'll see some surprising aspects of how our brains work, and how you can take advantage of the system to improve your own learning and thinking skills. In this book you'll learn how to: Use the Dreyfus Model of Skill Acquisition to become more expert Leverage the architecture of the brain to strengthen different thinking modes Avoid common "known bugs" in your mind Learn more deliberately and more effectively Manage knowledge more efficiently

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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 story, and what makes a bad one.

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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

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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.

Clean Agile

Kanban and Scrum - Making the Most of Both Learning Journeys for the Whole Team

Agile Experience Design

Practical Solutions to Common Scrum Problems

Agile Retrospectives

Liftoff

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Agile is broken. Most Agile transformations struggle. According to an Allied Market Research study, "63% of respondents stated the failure of agile implementation in their organizations." The problems with Agile start at the top of most organizations with executive leadership not getting what agile is or even knowing the difference between success and failure in agile. Agile transformation is a journey, and most of that journey consists of people learning and trying new approaches in their own

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work. An agile organization can make use of coaches and training to improve their chances of success. But even then, failure remains because many Agile ideas are oversimplifications or interpreted in an extreme way, and many elements essential for success are missing. Coupled with other ideas that have been dogmatically forced on teams, such as "agile team rooms", and "an overall inertia and resistance to change in the Agile community," the Agile movement is ripe for change since its birth twenty years ago.

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"Agile 2" represents the work of fifteen experienced Agile experts, distilled into Agile 2: The Next Iteration of Agile by seven members of the team. Agile 2 values these pairs of attributes when properly balanced: thoughtfulness and prescription; outcomes and outputs, individuals and teams; business and technical understanding; individual empowerment and good leadership; adaptability and planning. With a new set of Agile principles to take Agile forward over the next 20 years, Agile 2 is applicable

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beyond software and hardware to all parts of an agile organization including "Agile HR", "Agile Finance", and so on. Like the original "Agile", "Agile 2", is just a set of ideas - powerful ideas. To undertake any endeavor, a single set of ideas is not enough. But a single set of ideas can be a powerful guide.

These are the proven, effective agile practices that will make you a better developer. You'll learn pragmatic ways of approaching the development process and your personal coding techniques. You'll

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learn about your own attitudes, issues with working on a team, and how to best manage your learning, all in an iterative, incremental, agile style. You'll see how to apply each practice, and what benefits you can expect. Bottom line: This book will make you a better developer. Your team is stressed; priorities are unclear. You're not sure what your teammates are working on, and management isn't helping. If your team is struggling with any of these symptoms, these four case studies will guide you to project

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success. See how Kanban was used to significantly improve time to market and to create a shared focus across marketing, IT, and operations. Each case study comes with illustrations of the Kanban board and diagrams and graphs to help you see behind the scenes. Learn a Lean approach by seeing how Kanban made a difference in four real-world situations. You'll explore how four different teams used Kanban to make paradigm-changing improvements in software development. These teams were struggling with overwork, unclear

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priorities, and lack of direction. As you discover what worked for them, you'll understand how to make significant changes in real situations. The four case studies in this book explain how to: Improve the full value chain by using Enterprise Kanban Boost engagement, teamwork, and flow in change management and operations Save a derailing project with Kanban Help an office team outside IT keep up with growth using Kanban What seems easy in theory can become tangled in practice. Discover why "improving IT" can make you

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miss your biggest improvement opportunities, and why you should focus on fixing quality and front-end operations before IT. Discover how to keep long-term focus and improve across department borders while dealing with everyday challenges. Find out what happened when using Kanban to find better ways to do work in a well-established company, including running multi-team development without a project office. You'll inspire your team and engage management to make it easier to develop better products. What

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You Need: This is a case study book, so there are no software requirements. The book covers the relevant bits of theory before presenting the case studies.

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

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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

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Programmers

built, and learn from those you convert to working software

Real-World Kanban

EDGE

Keep It Simple, Make It Valuable, Build It Piece by Piece

A Digital Designer's Guide to Agile, Lean, and Continuous

The Pragmatic Programmer

Start and Sustain Successful Agile Teams

Demystifying the Black Art

Learning Agile is a comprehensive guide to the

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most popular agile methods, 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

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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

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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

You're already a great coder, but awesome coding chops aren't always enough to get you through your toughest projects. You need these 50+ nuggets of wisdom. Veteran programmers: reinvigorate your passion for developing web applications. New programmers: here's the

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guidance you need to get started. With this book, you'll think about your job in new and enlightened ways. The Developer's Code isn't about the code you write, it's about the code you live by. There are no trite superlatives here. Packed with lessons learned from more than a decade of software development experience, author Ka Wai Cheung takes you through the programming profession from nearly every angle to uncover ways of sustaining a healthy connection with your work. You'll see how to stay productive even on the longest projects.

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You'll create a workflow that works with you, not against you. And you'll learn how to deal with clients whose goals don't align with your own. If you don't handle them just right, issues such as these can crush even the most seasoned, motivated developer. But with the right approach, you can transcend these common problems and become the professional developer you want to be. In more than 50 nuggets of wisdom, you'll learn: Why many traditional approaches to process and development roles in this industry are wrong -

and how to sniff them out. Why you must always say "no" to the software pet project and open-ended timelines. How to incorporate code generation into your development process, and why its benefits go far beyond just faster code output. What to do when your client or end user disagrees with an approach you believe in. How to pay your knowledge forward to future generations of programmers through teaching and evangelism. If you're in this industry for the long run, you'll be coming back to this book again and again.

A Scrum Master's work is never done. The Development team needs your support, the Product Owner is often lost in the complexities of agile product management, and your managers and stakeholders need to know what will be done, by when, and for how much. Learn how experienced Scrum Masters balance the demands of these three levels of servant leadership while removing organizational impediments and helping Scrum Teams deliver real world value. Discover how to visualize your work, resolve impediments, and empower your

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teams to self-organize and deliver using the Scrum Values, Agile Principles, and advanced coaching and facilitation techniques. A Scrum Master needs to know when their team is in trouble and understand how to help them get back on the path to delivery. Become a better Scrum master so you can find the problems holding your teams back. Has your Daily Scrum turned in to a meeting? Does your team struggle with creating user stories? Are stakeholders disengaged during Sprint Review? These issues are common. Learn to use empiricism as your

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guide and help your teams create great products. Scrum is so much more than a checklist of practices to follow, yet that's exactly how many organizations practice it. Bring life back to your Scrum events by using advanced facilitation techniques to leverage the full intelligence of your team. Improve your retrospectives with new formats and exercises. Ask powerful questions that spark introspection and improvement. Get support and buy-in from management. Use Scrum as a competitive advantage for your organization. Create a definition of done that

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improves quality and fix failing sprints. Take the next step on your journey as a Scrum master. Transform your Scrum practices to help your teams enjoy their work again as they deliver high quality products that bring value to the world.

What You Need: A moderate level of experience using the Scrum Framework.

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

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author presents thirty 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.

Agile 2

Understanding Scrum, XP, Lean, and Kanban

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How Agile Masters Deliver Great Software

The Way of the Web Tester

How the World's Best Companies Ship Software and Work Differently

Agile in a Flash

Refactor Your Wetware

Agile development methodologies may have started life in IT, but their widespread and continuing adoption means there are many practitioners outside of IT--including designers--who need to change their thinking and adapt their practices. This is the missing book about agile that shows how designers, product managers, and development teams can integrate

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experience design into lean and agile product development. It equips you with tools, techniques and a framework for designing great experiences using agile methods so you can deliver timely products that are technically feasible, profitable for the business, and desirable from an end-customer perspective. This book will help you successfully integrate your design process on an agile project and feel like part of the agile team. do good design faster by doing just enough, just in time. use design methods from disciplines such as design thinking, customer-centered design, product design, and service design. create successful digital products by considering the needs of the end-customer, the business, and technology. understand the next wave of thinking about

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continuous design and continuous delivery.

EDGE: The Agile Operating Model That Will Help You Successfully Execute Your Digital Transformation [The authors] passion for technology allows them to recognize that for most enterprises in the 21st century, technology is THE business. This is what really separates the EDGE approach. It is a comprehensive operating model with technology at its core. [From the Foreword by Heidi Musser, Executive Vice President and Principal Consultant, Leading Agile; retired, Vice President and CIO, USAA Maximum innovation happens at the edge of chaos: the messy, risky, and uncertain threshold between randomness and structure. Operating there is uncomfortable but it's where organizations [invent the future.]

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EDGE is a set of fast, iterative, adaptive, lightweight, and value-driven tools to achieve digital transformation, and EDGE: Value-Driven Digital Transformation is your guide to using this operating model for innovation. Jim Highsmith is one of the world's leading agile pioneers and a coauthor of the Agile Manifesto. He, Linda Luu, and David Robinson know from their vast in-the-trenches experience that sustainable digital transformation requires far more than adopting isolated agile practices or conventional portfolio management. This hard, indispensable work involves changing culture and mindset, and going beyond transforming the IT department. EDGE embraces an adaptive mindset in the face of market uncertainty, a visible, value-centered portfolio approach that

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encourages continual value linkages from vision to detailed initiatives, incremental funding that shifts as strategies evolve, collaborative decision-making, and better risk mitigation. This guide shows leaders how to use the breakthrough EDGE approach to go beyond incremental improvement in a world of exponential opportunities. Build an organization that adapts fast enough to thrive Clear away unnecessary governance processes, obsolete "command and control" leadership approaches, and slow budgeting/planning cycles Improve collaboration when major, fast-paced responses are necessary Continually optimize investment allocation and monitoring based on your vision and goals Register your product for convenient access to downloads, updates, and/or corrections as

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they become available. See inside book for details.

Building a successful product usually involves teams of people, and many choose the Scrum approach to aid in creating products that deliver the highest possible value.

Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and meet their goals.

The ninety-four patterns contained within are elaborated nuggets of insight into Scrum's building blocks, how they work, and how to use them. They offer novices a roadmap for starting from scratch, yet they help intermediate practitioners fine-tune or fortify their Scrum implementations. Experienced practitioners can use the patterns and supporting explanations to get a better understanding of how the parts of Scrum

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complement each other to solve common problems in product development. The patterns are written in the well-known Alexandrian form, whose roots in architecture and design have enjoyed broad application in the software world. The form organizes each pattern so you can navigate directly to organizational design tradeoffs or jump to the solution or rationale that makes the solution work. The patterns flow together naturally through the context sections at their beginning and end. Learn everything you need to know to master and implement Scrum one step at a time—the agile way.

Agile software development approaches have had significant impact on industrial software development practices. Today,

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agile software development has penetrated to most IT companies across the globe, with an intention to increase quality, productivity, and profitability. Comprehensive knowledge is needed to understand the architectural challenges involved in adopting and using agile approaches and industrial practices to deal with the development of large, architecturally challenging systems in an agile way. Agile Software Architecture focuses on gaps in the requirements of applying architecture-centric approaches and principles of agile software development and demystifies the agile architecture paradox. Readers will learn how agile and architectural cultures can co-exist and support each other according to the context. Moreover, this book will also provide useful leads for

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future research in architecture and agile to bridge such gaps by developing appropriate approaches that incorporate architecturally sound practices in agile methods. Presents a consolidated view of the state-of-art and state-of-practice as well as the newest research findings Identifies gaps in the requirements of applying architecture-centric approaches and principles of agile software development and demystifies the agile architecture paradox Explains whether or not and how agile and architectural cultures can co-exist and support each other depending upon the context Provides useful leads for future research in both architecture and agile to bridge such gaps by developing appropriate approaches, which incorporate architecturally sound practices in agile methods

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The Professional Product Owner

Do Less, Accomplish More with Lean Thinking

The Leader's Guide to Radical Management

Transform Your Conversations, Transform Your Culture

User Stories Applied

Lean Inception: How to Align People and Build the Right Product

Looks at the principles of agile software development, covering such topics as project inception, estimation, iteration management, unit testing, refactoring, test-driven development, and continuous integration.

Project retrospectives help teams examine what went right and what went wrong on a project. But

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traditionally, retrospectives (also known as “post-mortems”) are only held at the end of the project—too late to help. You need agile retrospectives that are iterative and incremental. You need to accurately find and fix problems to help the team today. Now Esther and Diana show you the tools, tricks and tips you need to fix the problems you face on a software development project on an on-going basis. You’ll see how to architect retrospectives in general, how to design them specifically for your team and organization, how to run them effectively, how to make the needed changes and how to scale these techniques up. You’ll learn how to deal with problems, and

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implement solutions effectively throughout the project—not just at the end. This book will help you:

- Design and run effective retrospectives
- Learn how to find and fix problems
- Find and reinforce team strengths
- Address people issues as well as technological
- Use tools and recipes proven in the real world
- With regular tune-ups, your team will hum like a precise, world-class orchestra.

"Agile Coaching" is all about working with people to create great teams. Readers learn how to build a team that produces great software and has fun doing it. The authors share their personal coaching stories, giving insights into what works and what to avoid.

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The Professional Product Owner's Guide to Maximizing Value with Scrum "This book presents a method of communicating our desires, cogently, coherently, and with a minimum of fuss and bother." —Ken Schwaber, Chairman & Founder, Scrum.org The role of the Product Owner is more crucial than ever. But it's about much more than mechanics: it's about taking accountability and refocusing on value as the primary objective of all you do. In The Professional Product Owner, two leading experts in successful Scrum product ownership show exactly how to do this. You'll learn how to identify where value can be found, measure it, and maximize it throughout your entire product lifecycle. Drawing on

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their combined 40+ years of experience in using agile and Scrum in product management, Don McGreal and Ralph Jocham guide you through all facets of envisioning, emerging, and maturing a product using the Scrum framework. McGreal and Jocham discuss strategy, showing how to connect Vision, Value, and Validation in ROI-focused agile product management. They lay out Scrum best-practices for managing complexity and continuously delivering value, and they define the concrete practices and tools you can use to manage Product Backlogs and release plans, all with the goal of making you a more successful Product Owner. Throughout, the authors share revealing

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personal experiences that illuminate obstacles to success and show how they can be overcome. Define success from the “outside in,” using external customer-driven measurements to guide development and maximize value Bring empowerment and entrepreneurship to the Product Owner’s role, and align everyone behind a shared business model Use Evidence-Based Management (EBMgt) to invest in the right places, make smarter decisions, and reduce risk Effectively apply Scrum’s Product Owner role, artifacts, and events Populate and manage Product Backlogs, and use just-in-time specifications Plan and manage releases, improve transparency, and reduce technical

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debt Scale your product, not your Scrum Use Scrum to inject autonomy, mastery, and purpose into your product team's work Whatever your role in product management or agile development, this guide will help you deliver products that offer more value, more rapidly, and more often. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

The Agile Samurai

Reinventing the Workplace for the 21st Century

Pragmatic Thinking and Learning

A Beginner's Guide to Automating Tests

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Speed-Learning Agile Software Development

The Next Iteration of Agile

Fixing Your Scrum

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

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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,

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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

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practical advice about exploring your software to discover its capabilities, limitations, and risks.

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.

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

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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.

From the beginning of software time, people have wondered why it isn't possible to accelerate software projects by simply adding staff. This is sometimes known as the "nine women can't make a baby in one month" problem. The most famous treatise declaring this to be impossible is Fred Brooks' 1975 book *The Mythical Man-Month*, in which he declares that "adding more programmers to a late software project makes it later," and indeed

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this has proven largely true over the decades. Aided by a domain-driven code generator that quickly creates database and API code, Parallel Agile (PA) achieves significant schedule compression using parallelism: as many developers as necessary can independently and concurrently develop the scenarios from initial prototype through production code. Projects can scale by elastic staffing, rather than by stretching schedules for larger development efforts. Schedule compression with a large team of developers working in parallel is analogous to hardware acceleration of compute problems using parallel CPUs. PA has some

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similarities with and differences from other Agile approaches. Like most Agile methods, PA "gets to code early" and uses feedback from executable software to drive requirements and design. PA uses technical prototyping as a risk-mitigation strategy, to help sanity-check requirements for feasibility, and to evaluate different technical architectures and technologies. Unlike many Agile methods, PA does not support "design by refactoring," and it doesn't drive designs from unit tests. Instead, PA uses a minimalist UML-based design approach (Agile/ICONIX) that starts out with a domain model to facilitate communication

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across the development team, and partitions the system along use case boundaries, which enables parallel development. Parallel Agile is fully compatible with the Incremental Commitment Spiral Model (ICSM), which involves concurrent effort of a systems engineering team, a development team, and a test team working alongside the developers. The authors have been researching and refining the PA process for several years on multiple test projects that have involved over 200 developers. The book's example project details the design of one of these test projects, a crowdsourced traffic safety system.

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Value-Driven Digital Transformation
A Practical Guide to the Most Popular Agile Process
Software Estimation
Essential Scrum
Managing Large-Scale Projects with Kanban
Aligning Agile Processes and Software Architectures
What Real Programmers Do

Ready, set, liftoff! Align your team to one purpose: successful delivery. Learn new insights and techniques for starting projects and teams the right

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way, with expanded concepts for planning, organizing, and conducting liftoff meetings. Real-life stories illustrate how others have effectively started (or restarted) their teams and projects. Master coaches Diana Larsen and Ainsley Nies have successfully "lifted off" numerous agile projects worldwide. Are you ready for success? Every team needs a great start. If you're a business or product leader, team coach or agile practice lead,

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project or program manager, you'll gain strategic and tactical benefits from liftoffs. Discover new step-by-step instructions and techniques for boosting team performance in this second edition of Liftoff. Concrete examples from our practices show you how to get everyone on the same page from the start as you form the team. You'll find pointers for refocusing an effort that's gone off in the weeds, and practices for working with teams as

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complex systems. See how to scale liftoffs for multiple teams across the enterprise, address the three key elements for collaborative team chartering, establish the optimal conditions for learning and improvement, and apply the GEFN (Good Enough for Now) rule for efficient liftoffs. Throughout the book are stories from real-life teams lifting off, as seasoned coaches describe their experiences with liftoffs and agile

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team chartering. Focused conversations help the team align, form, and build enough trust for collaborating. You'll build a common understanding of the teams' context within business goals. Every liftoff is unique, but success is common!

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

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experience. While plenty of books address the what and why of agile development, very few offer the information users can apply directly. 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

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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

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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

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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 “personas” and “tours” • Exploratory testing approaches that engage the whole team, using test charters with

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session- and thread-based techniques •

How to bring new agile testers up to speed quickly—without overwhelming them

The eBook edition of More Agile Testing also is available as part of a two-eBook collection, The Agile Testing Collection (9780134190624).

A radical new management model for twenty-first century leaders

Organizations today face a crisis. The crisis is of long standing and its signs are widespread. Most proposals

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for improving management address one element of the crisis at the expense of the others. The principles described by award-winning author Stephen Denning simultaneously inspire high productivity, continuous innovation, deep job satisfaction and client delight. Denning puts forward a fundamentally different approach to management, with seven inter-locking principles of continuous innovation: focusing the entire organization on

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delighting clients; working in self-organizing teams; operating in client-driven iterations; delivering value to clients with each iteration; fostering radical transparency; nurturing continuous self-improvement and communicating interactively. In sum, the principles comprise a new mental model of management. Author outlines the basic seven principles of continuous innovation The book describes more than seventy supporting

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practices Denning offers a rethinking of management from first principles This book is written by the author of The Secret Language of Leadership—a Financial Times Selection in Best Books of 2007.

Agile Tactics, Tools, & Tips

Agile Conversations

Practices of an Agile Developer

Making Good Teams Great

Explore It!

The Art of Agile Development

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More Agile Testing

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

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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

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right way. This book will make a difference.

Today's tech unicorns develop software differently. They've developed a way of working that lets them scale like an enterprise while working like a startup. These techniques can be learned. This book takes you behind the scenes and shows you how companies like Google, Facebook, and Spotify do it.

Leverage their insights, so your teams can work better together, ship higher-quality product faster, innovate more quickly, and compete with the unicorns. Massively successful tech companies, or Unicorns, have discovered how to take the techniques that made them successful as a startup and scale them to the enterprise level. Amazon, Facebook, Google, and Spotify all work like startups, despite having workforces numbering in the tens of thousands. Ex-Spotify engineer and

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coach, Jonathan Rasmusson, takes you behind the scenes and shows you how to develop software the way the best companies do it. Learn how to give teams purpose through Missions, empower and trust with Squads, and align large scale efforts through Bets. Create the culture necessary to make it happen. If you're a tech or product lead and you want to ship product better, this is your playbook on how the world's best do it. If you're an engineer, tester, analyst, or project manager, and you suspect there are better ways you could be working, you are correct. This book will show you how. And if you're a manager, Agile coach, or someone just charged with improving how your company ships software, this book will give you the tools, techniques, and practices of the world's most innovative, delivery-focused companies. Don't just admire the top

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companies - learn from them.

You need to get value from your software project. You need it "free, now, and perfect." We can't get you there, but we can help you get to "cheaper, sooner, and better." This book leads you from the desire for value down to the specific activities that help good Agile projects deliver better software sooner, and at a lower cost. Using simple sketches and a few words, the author invites you to follow his path of learning and understanding from a half century of software development and from his engagement with Agile methods from their very beginning. The book describes software development, starting from our natural desire to get something of value. Each topic is described with a picture and a few paragraphs. You're invited to think about each topic; to take it in. You'll think about how each step into

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the process leads to the next. You'll begin to see why Agile methods ask for what they do, and you'll learn why a shallow implementation of Agile can lead to only limited improvement. This is not a detailed map, nor a step-by-step set of instructions for building the perfect project. There is no map or instructions that will do that for you. You need to build your own project, making it a bit more perfect every day. To do that effectively, you need to build up an understanding of the whole process. This book points out the milestones on your journey of understanding the nature of software development done well. It takes you to a location, describes it briefly, and leaves you to explore and fill in your own understanding. What You Need: You'll need your Standard Issue Brain, a bit of curiosity, and a desire to build your own understanding rather than have

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someone else's detailed ideas poured into your head.

Agile Values and Principles for a New Generation “In the journey to all things Agile, Uncle Bob has been there, done that, and has the both the t-shirt and the scars to show for it. This delightful book is part history, part personal stories, and all wisdom. If you want to understand what Agile is and how it came to be, this is the book for you.” –Grady Booch “Bob’s frustration colors every sentence of Clean Agile, but it’s a justified frustration. What is in the world of Agile development is nothing compared to what could be. This book is Bob’s perspective on what to focus on to get to that ‘what could be.’ And he’s been there, so it’s worth listening.” –Kent Beck “It’s good to read Uncle Bob’s take on Agile. Whether just beginning, or a seasoned Agilista, you would do well to read this

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book. I agree with almost all of it. It's just some of the parts make me realize my own shortcomings, dammit. It made me double-check our code coverage (85.09%).” –Jon Kern Nearly twenty years after the Agile Manifesto was first presented, the legendary Robert C. Martin (“Uncle Bob”) reintroduces Agile values and principles for a new generation—programmers and nonprogrammers alike. Martin, author of Clean Code and other highly influential software development guides, was there at Agile’s founding. Now, in Clean Agile: Back to Basics, he strips away misunderstandings and distractions that over the years have made it harder to use Agile than was originally intended. Martin describes what Agile is in no uncertain terms: a small discipline that helps small teams manage small projects . . . with huge implications because every big project is comprised

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of many small projects. Drawing on his fifty years' experience with projects of every conceivable type, he shows how Agile can help you bring true professionalism to software development. Get back to the basics—what Agile is, was, and should always be. Understand the origins, and proper practice, of SCRUM Master essential business-facing Agile practices, from small releases and acceptance tests to whole-team communication. Explore Agile team members' relationships with each other, and with their product. Rediscover indispensable Agile technical practices: TDD, refactoring, simple design, and pair programming. Understand the central roles values and craftsmanship play in your Agile team's success. If you want Agile's true benefits, there are no shortcuts: You need to do Agile right. Clean Agile: Back to Basics will show you how,

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whether you're a developer, tester, manager, project manager, or customer. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Competing with Unicorns

Agile Coaching

Lean from the Trenches

For Agile Software Development

User Story Mapping

Leveraging Scrum as a Competitive Advantage

Practical Foundations for Programming Languages

You know the Agile and Lean development buzzwords, you've read the books. But when

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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.

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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

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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.

This text develops a comprehensive theory of programming languages based on type systems and structural operational semantics. Language concepts are precisely defined by their static and dynamic semantics, presenting the essential tools both intuitively and rigorously while relying on only elementary mathematics. These tools are used to analyze and prove properties of languages and

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provide the framework for combining and comparing language features. The broad range of concepts includes fundamental data types such as sums and products, polymorphic and abstract types, dynamic typing, dynamic dispatch, subtyping and refinement types, symbols and dynamic classification, parallelism and cost semantics, and concurrency and distribution. The methods are directly applicable to language implementation, to the development of logics for reasoning about programs, and to the formal verification language properties such as type

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safety. This thoroughly revised second edition includes exercises at the end of nearly every chapter and a new chapter on type refinements. The Agile Samurai How Agile Masters Deliver Great Software Pragmatic Bookshelf

What others in the trenches say about The Pragmatic Programmer... “ The cool thing about this book is that it ’ s great for keeping the programming process fresh. The book helps you to continue to grow and clearly comes from people who have been there. ” —Kent Beck, author of Extreme Programming Explained: Embrace Change

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“ I found this book to be a great mix of solid advice and wonderful analogies! ” —Martin Fowler, author of Refactoring and UML Distilled “ I would buy a copy, read it twice, then tell all my colleagues to run out and grab a copy. This is a book I would never loan because I would worry about it being lost. ” —Kevin Ruland, Management Science, MSG-Logistics “ The wisdom and practical experience of the authors is obvious. The topics presented are relevant and useful.... By far its greatest strength for me has been the outstanding analogies—tracer bullets, broken windows, and the fabulous

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helicopter-based explanation of the need for orthogonality, especially in a crisis situation. I have little doubt that this book will eventually become an excellent source of useful information for journeymen programmers and expert mentors alike. ” —John Lakos, author of Large-Scale C++ Software Design “ This is the sort of book I will buy a dozen copies of when it comes out so I can give it to my clients. ” —Eric Vought, Software Engineer “ Most modern books on software development fail to cover the basics of what makes a great software developer, instead spending their time on

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syntax or technology where in reality the greatest leverage possible for any software team is in having talented developers who really know their craft well. An excellent book. ” —Pete McBreen, Independent Consultant “ Since reading this book, I have implemented many of the practical suggestions and tips it contains. Across the board, they have saved my company time and money while helping me get my job done quicker! This should be a desktop reference for everyone who works with code for a living. ” —Jared Richardson, Senior Software Developer, iRenaissance, Inc. “ I

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would like to see this issued to every new employee at my company.... ” —Chris Cleeland, Senior Software Engineer, Object Computing, Inc. “ If I ’ m putting together a project, it ’ s the authors of this book that I want. . . . And failing that I ’ d settle for people who ’ ve read their book. ” —Ward Cunningham Straight from the programming trenches, *The Pragmatic Programmer* cuts through the increasing specialization and technicalities of modern software development to examine the core process--taking a requirement and producing working, maintainable code that delights its users.

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It covers topics ranging from personal responsibility and career development to architectural techniques for keeping your code flexible and easy to adapt and reuse. Read this book, and you'll learn how to Fight software rot; Avoid the trap of duplicating knowledge; Write flexible, dynamic, and adaptable code; Avoid programming by coincidence; Bullet-proof your code with contracts, assertions, and exceptions; Capture real requirements; Test ruthlessly and effectively; Delight your users; Build teams of pragmatic programmers; and Make your

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developments more precise with automation. Written as a series of self-contained sections and filled with entertaining anecdotes, thoughtful examples, and interesting analogies, The Pragmatic Programmer illustrates the best practices and major pitfalls of many different aspects of software development. Whether you're a new coder, an experienced programmer, or a manager responsible for software projects, use these lessons daily, and you'll quickly see improvements in personal productivity, accuracy, and job satisfaction. You'll learn skills and develop habits

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and attitudes that form the foundation for long-term success in your career. You'll become a Pragmatic Programmer.

A Scrum Book

Reduce Risk and Increase Confidence with Exploratory Testing

Learning Agile

Working in the Real World

Agile Software Architecture

The Spirit of the Game

From Journeyman to Master

"Build, Measure and Learn" as Steve Blank

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says: is much more elaborate than putting software into production to see if it works. The Lean Startup movement is very promising, but for many teams it ends up translating into an important question: "Yeah, but what to build ?" In ThoughtWorks, our response has been a process called an inception. We gather together a good sample of the people who will be affected by the product and have an intensive session to set an initial direction, using a series of exercises focusing on collaboration and the capture of broad goals. We don't attempt a detailed specification, as that is exactly the kind of

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thing that becomes out of date as soon as code hits production. But we do want to understand what kind of outcomes we are hoping for, the features that we think will drive these outcomes, and how to assess the effectiveness of our product. With *The Lean Inception*, Paulo has captured his experience in running these inceptions over the last decade. In particular it's focused on his work to boil the inception down to its essence, concentrating the activity on a single, if very intensive, week of work. Paulo shares how he makes this work, through writing a product vision, capturing personas,

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understanding the user journeys, and developing high-level features. The result isn't a detailed plan of work, which we find quickly rots into irrelevance. It is a guiding set of goals to set us off in the right direction. It doesn't plan out a final product, with all the features that our users will need, instead it focuses on an initial product that we can release and learn from - the Minimum Viable Product. " - Martin Fowler, Chief Scientist at ThoughtWorks

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

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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

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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

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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.

Are there any constraints known that bear on the ability to perform Agile Management for Software Engineering work? How is the team addressing them? In a project to restructure Agile Management for Software Engineering outcomes, which stakeholders would you

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involve? How much are sponsors, customers, partners, stakeholders involved in Agile Management for Software Engineering? In other words, what are the risks, if Agile Management for Software Engineering does not deliver successfully? How does the organization define, manage, and improve its Agile Management for Software Engineering processes? What are the business goals Agile Management for Software Engineering is aiming to achieve? Defining, designing, creating, and implementing a process to solve a business challenge or meet a business objective is the most valuable role... In

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EVERY company, organization and department. Unless you are talking a one-time, single-use project within a business, there should be a process. Whether that process is managed and implemented by humans, AI, or a combination of the two, it needs to be designed by someone with a complex enough perspective to ask the right questions. Someone capable of asking the right questions and step back and say, 'What are we really trying to accomplish here? And is there a different way to look at it?' For more than twenty years, The Art of Service's Self-Assessments empower people who can do just that - whether their title is

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marketer, entrepreneur, manager, salesperson, consultant, business process manager, executive assistant, IT Manager, CxO etc... - they are the people who rule the future. They are people who watch the process as it happens, and ask the right questions to make the process work better. This book is for managers, advisors, consultants, specialists, professionals and anyone interested in Agile Management for Software Engineering assessment. All the tools you need to an in-depth Agile Management for Software Engineering Self-Assessment. Featuring 616 new and updated case-based questions,

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organized into seven core areas of process design, this Self-Assessment will help you identify areas in which Agile Management for Software Engineering improvements can be made. In using the questions you will be better able to: - diagnose Agile Management for Software Engineering projects, initiatives, organizations, businesses and processes using accepted diagnostic standards and practices - implement evidence-based best practice strategies aligned with overall goals - integrate recent advances in Agile Management for Software Engineering and process design strategies into practice

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according to best practice guidelines Using a Self-Assessment tool known as the Agile Management for Software Engineering Scorecard, you will develop a clear picture of which Agile Management for Software Engineering areas need attention. Included with your purchase of the book is the Agile Management for Software Engineering Self-Assessment downloadable resource, which contains all questions and Self-Assessment areas of this book in a ready to use Excel dashboard, including the self-assessment, graphic insights, and project planning automation - all with examples to get you

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started with the assessment right away. Access instructions can be found in the book. You are free to use the Self-Assessment contents in your presentations and materials for customers without asking us - we are here to help.

Scrum and Kanban are two flavours of Agile software development - two deceptively simple but surprisingly powerful approaches to software development. So how do they relate to each other? The purpose of this book is to clear up the fog, so you can figure out how Kanban and Scrum might be useful in your environment. Part I illustrates the

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similarities and differences between Kanban and Scrum, comparing for understanding, not for judgement. There is no such thing as a good or bad tool - just good or bad decisions about when and how to use which tool. This book includes: - Kanban and Scrum in a nutshell - Comparison of Kanban and Scrum and other Agile methods - Practical examples and pitfalls - Cartoons and diagrams illustrating day-to-day work - Detailed case study of a Kanban implementation within a Scrum organization Part II is a case study illustrating how a Scrum-based development organization implemented Kanban in their

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operations and support teams.

Scrum Shortcuts Without Cutting Corners

Back to Basics

The Developer's Code

Discover the Whole Story, Build the Right Product

Agile Management for Software Engineering

Complete Self-Assessment Guide

Parallel Agile - faster delivery, fewer defects, lower cost

The Nature of Software Development