# Improv Ing Agile Teams Using Constraints To Unlock Creativity

PENNDOT embarked on the Roadside Beautification Collaboratory that would further refine and define the agile collaboratory process. By forming cohesive, interdependent teams to focus on improving a process that would have a positive, statewide impact - and then utilize secure technology to share and disseminate information throughout the organization - PENNDOT and its employees could improve functionality while better serving the motoring public. Four primary objectives were undertaken: 1. To document the refined Agile Collaboratory Methodology in a simple, easy-to-understand guidebook that could be utilized statewide inside or outside of the organization. 2. To document, in manual form, the new and improved process for Roadside Beautification that could be used by District Roadside Specialists statewide. 3. To utilize current web-based technology to provide all collaboratory participants secure access to an online resource that would serve as a communications port, document repository and also serve as an ongoing after-action-review (A.A.R). 4. To use input from all collaboratory teams to develop a marketing communications plan that aligned with existing statewide mandates, built program awareness, generated the submission of applications, and resulted in the planting and maintenance of the garden plots. It was found that, if statewide implementation is a primary goal, then collaboration that focuses on a process that can work across all districts is a desirable and necessary outcome. By creating a collaboratory process that effectively cuts across organizational and institutional boundaries, new ideas were shared and an improved process for roadside beautification was the result. It was determined that by involving individuals and groups outside of the organization, i.e. community leaders, gardening club members, motoring public, etc., a more realistic picture of the needs and concerns of Pennsylvania citizens could be painted.

Being Agile is your roadmap to successfully transforming your organization to an Agile culture. Veteran agile coach Mario Moreira teaches new adopters how to implement a robust Agile framework to derive from it the maximum business benefit in terms of customer value, revenue, and employee engagement. Agile is a ubiquitous watchword in the corporate world, but only a minority of companies understand and practice what they pay lip service to. Too many content themselves with half-baked approximations such as Fragile (fragile Agile), ScrumBut (Scrum but not the practices), and Scrum Fall (mini-waterfalls in the sprints). Moreira shows maturing early adopters how to bridge the chasm between going through the motions of doing Agile and genuinely being Agile. After a high-level synopsis of Agile’s values and principles, methodologies (including Scrum, Kanban, DSDM, Leam, VFQ, and XP), and roles, Moreira plunges into the nitty-gritty of how to apply the ready, implement, coach, and hone (RICH) deployment model to all phases of a project in such a way as to embody and inculcate agile values and principles at the team level and promote agile transformation across your organization's culture. What you’ll learn Agile professionals, project managers, and middle, senior, and executive management in software engineering and development divisions and enterprises who read this book will learn how to: Evaluate team candidates for traits, skills, behavior, and attitudes diagnostic of an Agile mindset Set up Agile planning tools and framework Map stakeholder engagement Validate ongoing application of Agile best practices Adapt Scrum teams and techniques for various needs and conditions Who this book is for The primary readership for this book comprises Agile professionals, product managers, and middle, senior, and executive management in software engineering and development divisions and enterprises. The secondary readership includes business analysts agile and software configuration managers. Table of Contents Getting Started Crossing the Agile Chasm Business Benefits of Being Agile Importance of Customer Engagement Importance of Employee Engagement Foundations of Agile Ready, Implement, Coach, Hone (RICH) Deployment Framework Motivations for Moving to an Agile Culture Achieving an Agile Mindset Evaluating Executive Support and Team Willingness Treating Agile as a Transformation Project Adapting to Agile Roles and Responsibilities Evaluating Agile, Engineering, and Team Capability Establishing Agile Measures of Success Constructing a Scalable Agile Framework Establishing an Agile Education Program Creating a Customer Validation Vision Writing User Stories and Grooming the Backlog Working with Story Points, Velocity, and Burndowns Constructing Done Criteria to Promote Quality Considering Agile Tools within an ALM Framework Implementing, Coaching, and Honing Activities Adapting Governance and Performance Reviews Three Case Studies in Adopting Agile

Beyond merely defining analytics projects, this important book equips you with the information you need to apply agile methodologies in a way that tailors your approach to individual initiatives{OCLCbr#97}and the needs of your projects and team. --

The highly dynamic world of information technology service management stresses the benefits of the quick and correct implementation of IT services. A disciplined approach relies on a separate set of assumptions and principles as an agile approach, both of which have complicated implementation processes as well as copious benefits. Combining these two approaches to enhance the effectiveness of each, while difficult, can yield exceptional dividends. Balancing Agile and Disciplined Engineering and Management Approaches for IT Services and Software Products is an essential publication that focuses on clarifying theoretical foundations of balanced design methods with conceptual frameworks and empirical cases. Highlighting a broad range of topics including business trends, IT service, and software development, this book is ideally designed for software engineers, software developers, programmers, information technology professionals, researchers, academicians, and students.

This book covers the syllabus for the Improving the Test Process module of the International Software Testing Qualifications Board (ISTQB) Expert Level exam. To obtain certification as a professional tester at the Expert Level, candidates may choose to take a course given by an ISTQB accredited training provider and then sit for the exam. Experience shows that many candidates who choose this path still require a reference book that covers the course. There are also many IT professionals who choose self-study as the most appropriate route toward certification. This book can be used both as a preparation guide for those planning to take the ISTQB Expert Level certification exam and as a practical guide for experienced testing professionals who want to develop their skills in improving test processes.

Building upon his earlier book that detailed agile data warehousing programming techniques for the Scrum master, Ralph's latest work illustrates the agile interpretations of the remaining software engineering disciplines: Requirements management benefits from streamlined templates that not only define projects quickly, but ensure nothing essential is overlooked. Data engineering receives two new "hyper modeling" techniques, yielding data warehouses that can be easily adapted when requirements change without having to invest in ruinously expensive data-conversion programs. Quality assurance advances with not only a stereoscopic top-down and bottom-up planning method, but also the incorporation of the latest in automated test engines. Use this step-by-step guide to deepen your own application development skills through self-study, show your teammates the world's fastest and most reliable techniques for creating business intelligence systems, or ensure that the IT department working for you is building your next decision support system the right way. Learn how to quickly define scope and architecture before programming starts Includes techniques of process and data engineering that enable iterative and incremental delivery Demonstrates how to plan and execute quality assurance plans and includes a guide to continuous integration and automated regression testing Presents program management strategies for coordinating multiple agile data mart projects so that over time an enterprise data warehouse emerges Use the provided 120-day road map to establish a robust, agile data warehousing program

CMMI® for Acquisition (CMMI-ACQ) describes best practices for the successful acquisition of products and services. Providing a practical framework for improving acquisition processes, CMMI-ACQ addresses the growing trend in business and government for organizations to purchase or outsource required products and services as an alternative to in-house development or resource allocation. Changes in CMMI-ACQ Version 1.3 include improvements to high maturity process areas, improvements to the model architecture to simplify use of multiple models, and added guidance about using preferred suppliers. CMMI® for Acquisition, Second Edition, is the definitive reference for CMMI-

ACQ Version 1.3. In addition to the entire revised CMMI-ACQ model, the book includes updated tips, hints, cross-references, and other author notes to help you understand, apply, and quickly find information about the content of the acquisition process areas. The book now includes more than a dozen contributed essays to help guide the adoption and use of CMMI-ACQ in industry and government. Whether you are new to CMMI models or are already familiar with one or more of them, you will find this book an essential resource for managing your acquisition processes and improving your overall performance. The book is divided into three parts. Part One introduces CMMI-ACQ in the broad context of CMMI models, including essential concepts and useful background. It then describes and shows the relationships among all the components of the CMMI-ACQ process areas, and explains paths to the adoption and use of the model for process improvement and benchmarking. Several original essays share insights and real experiences with CMMI-ACQ in both industry and government environments. Part Two first describes generic goals and generic practices, and then details the twenty-two CMMI-ACQ process areas, including specific goals, specific practices, and examples. These process areas are organized alphabetically and are tabbed by process area acronym to facilitate quick reference. Part Three provides several useful resources, including sources of further information about CMMI and CMMI-ACQ, acronym definitions, a glossary of terms, and an index.

The field of software engineering is characterized by speed and turbulence in many regards. While new ideas are proposed almost on a yearly basis, very few of them live for a decade or a longer. Lightweight software development methods were a new idea in the latter part of the 1990s. Now, ten years later, they are better known as agile software development methods, and an active community driven by practitioners has formed around the new way of thinking. Agile software development is currently being embraced by the research community as well. As a sign of increased research activity, most research-oriented conferences have an agile software development track included in the conference program. The XP conference series established in 2000 was the first conference dedicated to agile processes in software engineering. The idea of the conference is to offer a unique setting for advancing the state of the art in research and practice of agile processes. This year’s conference was the tenth consecutive edition of this international event. Due to the diverse nature of different activities during the conference, XP is claimed to be more of an experience rather then a regular conference. It offers several different ways to interact and strives to create a truly collaborative environment where new ideas and exciting findings can be presented and shared. This is clearly visible from this year’s program as well.

IMPROV IS NOT ABOUT BEING FUNNY, ORIGINAL, OR CHAOTIC. IT'S ABOUT EMBRACING CHANGE. Improvisation. The mere mention of the word makes many people quake with fear at the prospect of chaos and uncertainty. The fact is, though, human beings are improvising almost every minute of their lives it is more natural, and more filled with possibility, than you might imagine. On stage, improvisational actors use simple rules, collaborative principles, and game constraints to build unscripted yet intriguing storylines. This book explores how those same simple rules and principles can help agile teams collaborate more effectively and how purposefully working within constraints can unlock creativity. Inside, you ll find over 50 techniques and improv games tailored for agile teams, complete with step-by-step instructions. These games are based on five different principles of improvisational theatre: SAFETY how accepting failure is essential to discovery SPONTANEITY how to increase the flow of ideas STORYTELLING how narratives help teams relate to their customers and end users STATUS how adjusting personal behaviour can encourage collaboration SENSITIVITY how to become more fully engaged with fellow team members

This open access book constitutes the proceedings of the 22nd International Conference on Agile Software Development, XP 2021, which was held virtually during June 14-18, 2021. XP is the premier agile software development conference combining research and practice. It is a unique forum where agile researchers, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. XP conferences provide an informal environment to learn and trigger discussions and welcome both people new to agile and seasoned agile practitioners. This year’s conference was held with the theme “Agile Turns Twenty While the World Goes Online”. The 11 full and 2 short papers presented in this volume were carefully reviewed and selected from 38 submissions. They were organized in topical sections named: agile practices; process assessment; large-scale agile; and short contributions.

This book examines the design of two care pathways to establish how key principles associated with systems thinking, quality improvement, and supply chain management can improve the design of these services. ‘Lean’ has typically been the prominent approach when improving the design of healthcare systems and is often selected by healthcare professionals to standardize and improve the delivery of care. Previous literature shows there has been varying success in the application of ‘Lean’, the author presents a study which examines the benefits of introducing ‘Agile’ as an alternative and complementary approach. Improving Healthcare Operations explores when ‘Lean’ and ‘Agile’ are most applicable, and instances where a hybrid approach can be employed. Including empirical qualitative data collected from two care pathways, it intends to provide organizations with an alternative in order to produce the level and quality of care that is expected by patients.

This Courseware package consist of two publications: Agile Scrum Foundation Courseware (ISBN: 978 94 018 0 305 2) and Agile Scrum Foundation (ISBN: 978 90 018 0279 6). The Courseware is accredited and can used for the Agile Scrum Foundation certification and exam from EXIN.Along with assignments and strong visuals to support the didactic learning of the delegates there are also sample exams added to the material.Everything was created by the author who was also heavily involved in the writing of the Agile Scrum Foundation publications (the official publication and certification for EXIN). This course will help educate you about Aigle Scrum, as well as common practices and techniques, and include topics such as:? focusing on understanding the real meaning of Agile and Scrum in a straightforward and consistent way and reviews the types of projects where it may work and where it may not. This foundation will help you find your way in real world of daily problems.? The course is a complete guide to the core Scrum framework, based on the Scrum Guide (Nov. 2017 edition). It covers all roles and responsibilities, events, and scrum artifacts with a short section about scaling Scrum.? There’s a chapter on eXtreme Programming, which has been used as an opportunity to explore some of the most important Agile practices and techniques, such as Test-Driven Development and Pair-Programming in an integrated way.? an overview of the DSDM® methodology, which is mainly focused on its approach to managing scope and fixed-price contracts in a structured way.? There’s also an overview of

Kanban and ScrumBan

This book is a practical guide for new agile practitioners and contains everything a new project manager needs to know to get up to speed with agile practices quickly and sort out the hype and dogma of pseudo-agile practices.The author lays out the general guidelines for running an agile project with the assumption that the project team may be working in a traditional environment (using the waterfall model, or something similar). Agile Development in the Real World conveys valuable insights to multiple audiences: For new-to-agile project managers, this book provides a distinctive approach that Alan Cline has used with great success, while showing the decision points and perspectives as the agile project moves forward from one step to the next. This allows new agile project managers or agile coaches to choose between the benefits of agile and the benefits of other methods. For the agile technical team member, this book contains templates and sample project artifacts to assist in learning agile techniques and to be used as exemplars for the new practitioner's own project. For the Project Management Office (PMO), the first three chapters focus on portfolio management. They explain, for the agilists' benefit, how projects are selected and approved, and why projects have an inherent "shelf-life" that results in hard deadlines that may seem arbitrary to traditional technical teams. What You Will Learn: How and why the evolution of project management, from PM-1 (prescriptive) to PM-2 (adaptive) affects modern 21st century project management. How sociology (stakeholder management), psychology (team dynamics), and anthropology (organizational culture) affect the way software is developed today, and why it is far more effective A clear delineation of what must to be accomplished by all the roles (PM, BA, APM, Developer, and Tester), why those roles are needed, and what they must do Step-by-step guide for a successful project based on studies and the author's own experiences. Specific techniques for each role on the development team, both in the pre-iteration and iteration cycles, of product development. The appendices contain templates that the team could use or modify to tailor their own agile processes specific to the team, project, and organization.

This book contains the refereed proceedings of the 13th International Conference on Agile Software Development, XP 2012, held in Malmö, Sweden, in May 2012. In the last decade, we have seen agile and lean software development strongly influence the way software is developed. Agile and lean software development has moved from being a way of working for a number of pioneers to becoming, more or less, the expected way of developing software in industry. The topics covered by the selected full papers include general aspects of agility, agile teams, studies related to the release and maintenance of software, and research on specific practices in agile and lean software development. They are complemented by four short papers capturing additional aspects of agile and lean projects.

Applying methodologies of Software Process Improvement (SPI) is an effective way for businesses to remain competitive in the software industry. However, many organizations find implementing software process initiatives challenging. Agile Estimation Techniques and Innovative Approaches to Software Process Improvement reviews current SPI techniques and applications through discussions on current and future trends as well as the presentation of case studies on SPI implementation. Ideal for use by academics, students, and policy-makers, as well as industry professionals and managers, this publication provides a complete overview of current tools and methodologies regarding Software Process Improvement.

Scaling Agile with Jira Align is a practical guide for agile enterprise planning, delivery, reporting, and forecasting. This book will take you through best practices and use cases with a focus on scaling agile team execution in Jira Software. You'll achieve enterprise-wide agility and value delivery by implementing various features of Jira Align.

Business Intelligence (BI) software development is an iterative and agile process. In most corporations however, BI solutions are being implemented using the standard "waterfall" life-cycle development methodology. This book discusses why this is a mistake and offers a methodology for success in BI software implementations.

This book constitutes the refereed proceedings of the 20th International Conference on Product-Focused Software Process Improvement, PROFES 2019, held in Barcelona, Spain, in November 2019. The 24 revised full papers 4 industry papers, and 11 short papers presented were carefully reviewed and selected from 104 submissions. The papers cover a broad range of topics related to professional software development and process improvement driven by product and service quality needs. They are organized in topical sections on testing, software development, technical debt, estimations, continuous delivery, agile, project management, microservices, and continuous experimentation. This book also includes papers from the co-located events: 10 project papers, 8 workshop papers, and 4 tutorial summaries.

Easy and effective team work using MVC, agile development, source control, testing, bug tracking, and more.

Digital tools have long been a transformative part of academia, enhancing the classroom and changing the way we teach. Yet there is a way that academia may be able to benefit more from the digital revolution: by adopting the project management techniques used by software developers. Agile work strategies are a staple of the software development world, developed out of the need to be flexible and responsive to fast-paced change at times when "business as usual" could not work. These techniques call for breaking projects into phases and short-term goals, managing assignments collectively, and tracking progress openly. Agile Faculty is a comprehensive roadmap for scholars who want to incorporate Agile practices into all aspects of their academic careers, be it research, service, or teaching. Rebecca Pope-Ruark covers the basic principles of Scrum, one of the most widely used models, and then through individual chapters shows how to apply that framework to everything from individual research to running faculty committees to overseeing student class work. Practical and forward-thinking, Agile Faculty will help readers not only manage their time and projects but also foster productivity, balance, and personal and professional growth.

Using Agile methods, you can bring far greater innovation, value, and quality to any data warehousing (DW), business intelligence (BI), or analytics project. However, conventional Agile methods must be carefully adapted to address the unique characteristics of DW/BI projects. In Agile Analytics, Agile pioneer Ken Collier shows how to do just that. Collier

introduces platform-agnostic Agile solutions for integrating infrastructures consisting of diverse operational, legacy, and specialty systems that mix commercial and custom code. Using working examples, he shows how to manage analytics development teams with widely diverse skill sets and how to support enormous and fast-growing data volumes. Collier's techniques offer optimal value whether your projects involve "back-end" data management, "front-end" business analysis, or both. Part I focuses on Agile project management techniques and delivery team coordination, introducing core practices that shape the way your Agile DW/BI project community can collaborate toward success Part II presents technical methods for enabling continuous delivery of business value at production-quality levels, including evolving superior designs; test-driven DW development; version control; and project automation Collier brings together proven solutions you can apply right now--whether you're an IT decision-maker, data warehouse professional, database administrator, business intelligence specialist, or database developer. With his help, you can mitigate project risk, improve business alignment, achieve better results--and have fun along the way.

"1+1=3. That is the equation that summarizes the theme of this book. The book’s message is to integrate the developmental principles of Agile with the result-focused approaches integral to performance consulting. Your outcomes in shaping human performance will be significant--and greater than if you only used one of these models. This is a book for anyone who seeks to work collaboratively with leaders to bring about continuously improving and sustainable organizational change." --Dana Gaines Robinson, coauthor of Performance Consulting Agile Performance Improvement demonstrates the mutual benefits that accrue to the worlds of performance consulting and agile software development when the values and principles of both are blended synergistically under the guidance of practitioners skilled in both. The agile performance improvement model blends the principles of human performance technology with the frameworks and practices of Agile. The result is an approach that maximizes the value of interactions among the consultant, the work team, and the customer. Unlike traditional end-to-end waterfall processes, agile performance improvement delivers value continuously and in small increments, relentlessly focusing on outcomes of value to the customer. Building on structures of Agile that are used in software development, such as Scrum, the agile performance improvement model considers the human component of holistic solutions in establishing a continuous stream of value. Bob Winter, a performance consultant, was the product owner for the corporate education scrum supporting an agile transition initiative for hundreds of engineering teams. From this cross-disciplinary experience, he discovered that the two cultures, two languages, and two methodologies of performance consulting and agile software development are—far from being incongruent, incompatible, or irrelevant to each other—in fact ideally suited to complement and support each other. Being agile improves the effectiveness of the performance consultant, and applying the lessons of human performance technology improves the effectiveness of software development teams. In Agile Performance Improvement, Winter teaches performance consultants how to apply agile principles, values, and methods usefully to the tasks of optimizing human performance in areas of practice not only adjoining but also well beyond the realm of software and IT engineering, such as corporate learning solutions, human resources systems, and non-software products. Conversely, he shows engineering teams immersed in an agile environment how to boost their performance using the principles and techniques taught and cultivated by performance consultants. The author, who has worked extensively on both sides of the traditional divide, recounts entertainingly but informatively how both sparks and fur can fly when geeks encounter people people.

Many companies have attempted to implement popular methodologies (think Six Sigma, Agile, SCRUM, etc.) in a bid to enhance communication with remote workforces and technical vendor teams. But none offer the benefits of Accelerated Work Effort-or AWE-which offers award-winning methods for better collaboration with workforces and vendors. In this guide, business leaders Anthony Washington and Douglas Scott share examples rooted in actual production environments from leading companies around the world. These companies have taken a stand and produced superior products amid tremendous pressures. AWE applies proven best practices with efficient applications that are useful for anyone in any role in any work structure or organization. Moreover, it can be used on a wide array of projects to achieve operational process efficiencies and accelerate timelines for realizing returns on investment.

Nowadays it is impossible to imagine a business without technology as most industries are becoming "smarter" and more tech-driven, ranging from small individual tech initiatives to complete business models with intertwined supply chains and "platform"-based business models. New ways of working, such as agile and DevOps, have been introduced, leading to new risks. These risks come in the form of new challenges for teams working together in a distributed manner, privacy concerns, human autonomy, and cybersecurity concerns. Technology is now integrated into the business discipline and is here to stay leading to the need for a thorough understanding of how to address these risks and all the potential problems that could arise. With the advent of organized crime, such as hacks and denial-of-service attacks, all kinds of malicious actors are infiltrating the digital society in new and unique ways. Systems with poor design, implementation, and configurations are easily taken advantage of. When it comes to integrating business and technology, there needs to be approaches for assuring security against risks that can threaten both businesses and their digital platforms. Strategic Approaches to Digital Platform Security Assurance offers comprehensive design science research approaches to extensively examine risks in digital platforms and offer pragmatic solutions to these concerns and challenges. This book addresses significant problems when transforming an organization embracing API-based platform models, the use of DevOps teams, and issues in technological architectures. Each section will examine the status quo for business technologies, the current challenges, and core success factors and approaches that have been used. This book is ideal for security analysts, software engineers, computer engineers, executives, managers, IT consultants, business professionals, researchers, academicians, and students who want to gain insight and deeper knowledge of security in digital platforms and gain insight into the most important success factors and approaches utilized by businesses.

This book is open access under a CC BY license. The volume constitutes the proceedings of the 18th International Conference on Agile Software Development, XP 2017, held in Cologne, Germany, in May 2017. The 14 full and 6 short papers presented in this volume were carefully reviewed and selected from 46 submissions. They were organized in topical sections named: improving agile processes; agile in organization; and safety critical software. In addition, the volume contains 3 doctoral symposium papers (from 4 papers submitted).
This is the digital version of the printed book (Copyright © 2010). All software projects face the challenges of diverse distances -- temporal, geographical, cultural, lingual, political, historical, and more. Many forms of distance even affect developers in the same room. The goal of this book is to reconcile two mainstays of modern agility: the close collaboration agility relies on, and project teams distributed across different cities, countries, and continents. In Agile Software Development with Distributed Teams, Jutta Eckstein asserts that, in fact, agile methods and the constant communication they require are uniquely capable of solving the challenges of distributed projects. Agility is responsiveness to change -- in other words, agile practitioners maintain flexibility to accommodate changing circumstances and results. Iterative development serves the learning curve that global project teams must scale. This book is not about how to outsource and forget your problems. Rather, Eckstein details how to carefully select development partners and integrate efforts and processes to form a better product than any single contributor could deliver on his or her own. The author de-emphasizes templates and charts and favors topical discussion and exploration. Practitioners share experiences in their own words in short stories throughout the book. Eckstein trains readers to be change agents, to creatively apply the concepts in this book to form a customized distributed project plan for success. Topics include: Understanding Distributed Development The Productivity Myth Ensuring Conceptual Integrity Trust and Mutual Respect Iterations and Releases Using Features to Steer the Development Effort Team Velocity Virtual Retrospectives Dispersed Synchronization Introducing Agility to Global Projects and much more
Information technology is revolutionizing healthcare, and the uptake of health information technologies is rising, but scientific research and industrial and governmental support will be needed if these technologies are to be implemented effectively to build capacity at regional, national and global levels. This book, "Improving Usability, Safety and Patient Outcomes with Health Information Technology", presents papers from the Information Technology and Communications in Health conference, ITCH 2019, held in Victoria, Canada from 14 to 17 February 2019. The conference takes a multi-perspective view of what is needed to move technology forward to sustained and widespread use by transitioning research findings and approaches into practice. Topics range from improvements in usability and training and the need for new and improved designs for information systems, user interfaces and interoperable solutions, to governmental policy, mandates, initiatives and the need for regulation. The knowledge and insights gained from the ITCH 2019 conference will surely stimulate fruitful discussions and collaboration to bridge research and practice and improve usability, safety and patient outcomes, and the book will be of interest to all those associated with the development, implementation and delivery of health IT solutions.
This book contains the refereed proceedings of the 14th International Conference on Agile Software Development, XP 2013, held in Vienna, Austria, in June 2013. In the last decade, the interest in agile and lean software development has been continuously growing. Agile and lean have evolved from a way of working -- restricted in the beginning to a few early adopters -- to the mainstream way of developing software. All this time, the XP conference series has actively promoted agility and widely disseminated research results in this area. XP 2013 successfully continued this tradition. The 17 full papers accepted for XP 2013 were selected from 52 submissions and are organized in sections on: teaching and learning; development teams; agile practices; experiences and lessons learned; large-scale projects; and architecture and design.
“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 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.
This book contains the refereed proceedings of the 17th International Conference on Agile Software Development, XP 2016, held in Edinburgh, UK, in May 2016. While agile development has already become mainstream in industry, this field is still constantly evolving and continues to spur an enormous interest both in industry and academia. To this end, the XP conference attracts a large number of software practitioners and researchers, providing a rare opportunity for interaction between the two communities. The 14 full papers accepted for XP 2016 were selected from 42 submissions. Additionally, 11 experience reports (from 25 submissions) 5 empirical studies (out of 12 submitted) and 5 doctoral papers (from 6 papers submitted) were selected, and in each case the authors were shepherded by an experienced researcher. Generally, all of the submitted papers went through a rigorous peer-review process.
This book contains the refereed proceedings of the 15th International Conference on Agile Software Development, XP 2014, held in Rome, Italy, in May 2014. Because of the wide application of agile approaches in industry, the need for collaboration between academics and practitioners has increased in order to develop the body of knowledge available to support managers, system engineers, and software engineers in their managerial/economic and architectural/project/technical decisions. Year after year, the XP conference has facilitated such improvements and provided evidence on the advantages of agile methodologies by examining the latest theories, practical applications, and implications of agile and lean methods. The 15 full papers, seven short papers, and four experience reports accepted for XP 2014 were selected from 59 submissions and are organized in sections on: agile development, agile challenges and contracting, lessons learned and agile maturity, how to evolve software engineering teaching, methods and metrics, and lean development.
This book is designed to help project managers with a traditional, plan-driven project management background understand the challenges of implementing agile and to develop a more adaptive project management approach. Content is organized into 5 sections: fundamental of agile, agile processes and tools, making agile work for business, implementing agile at the enterprise level, and case studies. It can be used to study for PMI's newly founded ACP exam.
Agile Readiness is designed to provide guidance to the manager or business leader in establishing a successful environment to enable fast moving agile and lean project methods focused on business systems transformation. Agile and lean offer huge potential as methods for reducing risk and costs, delivering early benefits and ensuring IT projects genuinely deliver the business transformation benefits that they promise at the outset. The conundrum for many organizations is that without a change of organizational culture, agile and lean methods are very unlikely to be adopted successfully in traditional organizations. Thus, the struggle that many (if not most) managers and executives face is not in how agile or lean development works, but in how to make

agile and lean methods successful when working beyond software development. Thomas P. Wise and Reuben Daniel provide a clear view of the struggles and remedies. Their text uses simple ground floor experiences to illustrate the practices and behaviors necessary to create highly successful and effective agile and lean business systems transformation teams. In this book the reader will discover organizational strategies that build strong teams, an environment of trust, and project selection and planning strategies to create an environment of enablement in which agile and lean teams thrive.

This book contains a selection of papers from The 2019 International Conference on Software Process Improvement (CIMPS'19), held between the 23th and 25th of October in León, Guanajuato, México. The CIMPS'19 is a global forum for researchers and practitioners that present and discuss the most recent innovations, trends, results, experiences and concerns in the several perspectives of Software Engineering with clear relationship but not limited to software processes, Security in Information and Communication Technology and Data Analysis Field. The main topics covered are: Organizational Models, Standards and Methodologies, Software Process Improvement, Knowledge Management, Software Systems, Applications and Tools, Information and Communication Technologies and Processes in non-software domains (Mining, automotive, aerospace, business, health care, manufacturing, etc.) with a demonstrated relationship to Software Engineering Challenges.

Build Agile Cultures That Unleash Passion, Innovation, and Performance What do you want? Delighted customers. How do you get them? By rapidly delivering innovative, exciting products and services your customers will love to use. How do you do this? By uniting talented people around shared ideas and purpose, trusting them, helping them take ownership, and getting out of their way. It sounds easy—but you know it isn't. To make it happen, you must create an agile culture: one that's open to change and can respond quickly to whatever your customers need and desire. The Agile Culture gives you proven models, pragmatic tools, and handy worksheets for doing just that. Building on their experience helping hundreds of companies, three world-class experts help you align and unleash the talents of everyone in your organization. Step by step, you'll learn how to move toward a culture of trust, in which everyone knows, owns, and improves the results. You'll learn practical ways to refocus on differentiators and value, resurrect energy and innovation, deal more honestly with ambiguity and risk, and overcome resistance, no matter where it comes from. This text will help you go beyond buzzwords to transform the way you deliver software—so you can delight customers, colleagues, and executives. Coverage includes • Creating cultures of trust and ownership, in which individuals, teams, and organizations can do amazing things • Assessing where you stand, so you can move toward higher levels of performance, innovation, and motivation • Leading as an enabler, not a controller • Rebuilding trust where it's been lost—or building it where it never existed • Clarifying quickly the design goals of any project, product, or process • Using iteration to reduce risk and make commitments you can keep • Managing uncooperative people (and processes) • Selecting metrics that focus on business value, foster trust, and don't compromise ownership

If you have ever worked on an Agile software development project, you know the importance of face-to-face communication. Having both business and IT professionals working together in the same room can become the critical success factor. Can Agile be successful though when team members are scattered across rooms, buildings, regions, or even countries? Yes! By following the Design for Hybrid Agile Adoption (DH2A) approach, framework and set of templates and tools explained in this book, you can implement successful Agile projects. After reading this book, you will master these ten objectives: 1. Assess your project's capability in adopting the DH2A Methodology 2. Know how to apply the tools to determine whether your project will achieve the benefits promised by the DH2A Methodology 3. Learn how the DH2A Methodology solves the traditional problem of Agile to estimate in a fixed price model 4. Calculate the ratio of resources divided between different distributed locations 5. Leverage DH2A Tools to adopt the different Engineering Practices in a distributed environment 6. Apply collaboration techniques to make distributed Agile successful 7. Use metrics to measure success of your distributed Agile projects 8. Know which types of meetings are needed to make Agile successful in a distributed environment 9. Assign the roles to make distributed Agile successful and to avoid redundant roles currently existing in today's Agile methodologies 10. Rollout the DH2A Methodology across your entire organization Distributed Agile contains three sections. Section I provides the basics of distributed Agile and DH2A, compares collocated with distributed Agile, and shares the rewards of following a distributed Agile approach. Section II dives into the DH2A methodology, with entire chapters dedicated to the Appraisal Segment, Estimation Segment, Planning Segment, and Implementation Segment. In addition there is a chapter in Section II on the roles required to make DH2A a success. Section III focuses on the DH2A framework, with an emphasis on Project Management Office and Governance. Actual case studies are used to illustrate the many useful tools within this text.

This research-oriented book presents key contributions on architecting the digital transformation. It includes the following main sections covering 20 chapters: · Digital Transformation · Digital Business · Digital Architecture · Decision Support · Digital Applications Focusing on digital architectures for smart digital products and services, it is a valuable resource for researchers, doctoral students, postgraduates, graduates, undergraduates, academics and practitioners interested in digital transformation.

Learning Agile is a comprehensive guide to the 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 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

This book provides practical guidance for professionals, practitioners, and researchers faced with creating and rolling out their own agile testing processes. In addition to descriptions of the prominent agile methods, the book provides twenty real-world case studies of practitioners using agile methods and draws upon their experiences to propose your own agile method.