

User Stories Applied For Agile Software Development Addison Wesley Signature Series Beck

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

This is a comprehensive guide to Scrum for all (team members, managers, and executives). If you want to use Scrum to develop innovative products and services that delight your customers, this is the complete, single-source reference you've been searching for. This book provides a common understanding of Scrum, a shared vocabulary that can be used in applying it, and practical knowledge for deriving maximum value from it.

"This book provides the research and instruction used to develop and implement software quickly, in small iteration cycles, and in close cooperation with the customer in an adaptive way, making it possible to react to changes set by the constant changing business environment. It presents four values explaining extreme programming (XP), the most widely adopted agile methodology"--Provided by publisher.

Are you attracted by the promises of agile methods but put off by the fanaticism of many agile texts? Would you like to know which agile techniques work, which ones do not matter much, and which ones will harm your projects? Then you need *Agile!*: the first exhaustive, objective review of agile principles, techniques and tools. Agile methods are one of the most important developments in software over the past decades, but also a surprising mix of the best and the worst. Until now every project and developer had to sort out the good ideas from the bad by themselves. This book spares you the pain. It offers both a thorough descriptive presentation of agile techniques and a perceptive analysis of their benefits and limitations. *Agile!* serves first as a primer on agile development: one chapter each introduces agile principles, roles, managerial practices, technical practices and artifacts. A separate chapter analyzes the four major agile methods: Extreme Programming, Lean Software, Scrum and Crystal. The accompanying critical analysis explains what you should retain and discard from agile ideas. It is based on Meyer's thorough understanding of software engineering, and his extensive personal experience of programming and project management. He highlights the limitations of agile methods as well as their truly brilliant contributions — even those to which their own authors do not do full justice. Three important chapters precede the core discussion of agile ideas: an overview, serving as a concentrate of the entire book; a dissection of the intellectual

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devices used by agile authors; and a review of classical software engineering techniques, such as requirements analysis and lifecycle models, which agile methods criticize. The final chapters describe the precautions that a company should take during a transition to agile development and present an overall assessment of agile ideas. This is the first book to discuss agile methods, beyond the brouhaha, in the general context of modern software engineering. It is a key resource for projects that want to combine the best of established results and agile innovations.

In this landmark book, Preston Smith attributes the recent decline in innovation to pressure from financial markets that drives management toward rigid development approaches such as phased development processes, Six Sigma, and project office. These processes have unintentionally (but effectively) made changes during development more difficult, disruptive, and expensive, while the need for change continues at an accelerating pace. *Flexible Product Development* is a hands-on resource that provides the tools and strategies needed to restore flexibility to any organization and remove the obstacles that stand in the way of responsive new product development. Preston Smith introduces approaches that can enhance development process flexibility by creating and maintaining development options, delaying decisions, and, in general, reducing the cost of change. Step-by-step, he explains the basics of flexible product development, provides a broad array of flexibility-enhancing tools, and guides the reader in modifying the organization's values to embrace this new way of operating.

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

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

lego4scrum - of the most interactive ways of demonstrating Agile thinking and Scrum

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framework in action. This book summarises years of experiments and hundreds of lego4scrum workshops. It will let you teach Scrum in a complete new, fresh and the most fun way. This is the third most full edition with a foreword by Henrik Kniberg. lego4scrum has been known since the first paper written back in 2009. Since that time thousands of people facilitated this business simulation to demonstrate the power of the Agile principles and the Scrum framework. This book combines the learnings of the past eight years facilitating lego4scrum workshops with groups of 10 to 150 participants. This book is written for:

- * Scrum Trainers exploring way of adding more elements of interactivity and gaming into the trainings turning them more to "from the back of the room" kind of things.
- * Agile Coaches looking for new training and coaching ideas with some elements of serious plays and simulations.
- * Scrum Masters willing to get ideas how to introduce agile thinking to new teams and newcomers in a fun and easy way.
- * Professors and Teachers trying to adapt their teaching style to the ever-changing world that is full of games, fun and LEGO.
- * Anyone else who is in charge of "installing Agile thinking and Scrum in a workspace".

lego4scrum 3.0 incorporates the following popular agile coaching techniques:

- * user story mapping
- * magic estimates
- * overall backlog refinement with multiple teams
- * joint multi-team scrum meetings
- * continuous integration and deployment
- * and more little tips and tricks to make the simulation valuable and fun.

Get the book, get some LEGOs and have fun with this!

“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 is the eBook version of the printed book. If the print book includes a CD-ROM, this content is not included within the eBook version. Agile requirements:

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discovering what your users really want. With this book, you will learn to: Flexible, quick and practical requirements that work Save time and develop better software that meets users' needs Gathering user stories -- even when you can't talk to users How user stories work, and how they differ from use cases, scenarios, and traditional requirements Leveraging user stories as part of planning, scheduling, estimating, and testing Ideal fo.

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 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 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 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. 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

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

Adopting an Agile approach can revolutionize the way business analysts work. It enables clearer vision and success measure definitions, better stakeholder engagement and a greater understanding of customer needs, amongst other benefits. This book provides a comprehensive introduction to Agile methodologies and explains these in the context of business analysis. It is ideal for business analysts wanting to learn Agile practices, working in an Agile environment, or undertaking Agile certifications.

Software Expert Kent Beck Presents a Catalog of Patterns Infinitely Useful for Everyday Programming Great code doesn't just function: it clearly and consistently communicates your intentions, allowing other programmers to understand your code, rely on it, and modify it with confidence. But great code doesn't just happen. It is the outcome of hundreds of small but critical decisions programmers make every single day. Now, legendary software innovator Kent Beck—known worldwide for creating Extreme Programming and pioneering software patterns and test-driven development—focuses on these critical decisions, unearthing powerful "implementation patterns" for writing programs that are simpler, clearer, better organized, and more cost effective. Beck collects 77 patterns for handling everyday programming tasks and writing more readable code. This new collection of patterns addresses many aspects of development, including class, state, behavior, method, collections, frameworks, and more. He uses diagrams, stories, examples, and essays to engage the reader as he illuminates the patterns. You'll find proven solutions for handling everything from naming variables to checking exceptions.

"Companies have been implementing large agile projects for a number of years, but the 'stigma' of 'agile only works for small projects' continues to be a frequent barrier for newcomers and a rallying cry for agile critics. What has been missing from the agile literature is a solid, practical book on the specifics of developing large projects in an agile way. Dean Leffingwell's book Scaling Software Agility fills this gap admirably. It offers a practical guide to large project

issues such as architecture, requirements development, multi-level release planning, and team organization. Leffingwell's book is a necessary guide for large projects and large organizations making the transition to agile development." —Jim Highsmith, director, Agile Practice, Cutter Consortium, author of Agile Project Management "There's tension between building software fast and delivering software that lasts, between being ultra-responsive to changes in the market and maintaining a degree of stability. In his latest work, *Scaling Software Agility*, Dean Leffingwell shows how to achieve a pragmatic balance among these forces. Leffingwell's observations of the problem, his advice on the solution, and his description of the resulting best practices come from experience: he's been there, done that, and has seen what's worked." —Grady Booch, IBM Fellow Agile development practices, while still controversial in some circles, offer undeniable benefits: faster time to market, better responsiveness to changing customer requirements, and higher quality. However, agile practices have been defined and recommended primarily to small teams. In *Scaling Software Agility*, Dean Leffingwell describes how agile methods can be applied to enterprise-class development. Part I provides an overview of the most common and effective agile methods. Part II describes seven best practices of agility that natively scale to the enterprise level. Part III describes an additional set of seven organizational capabilities that companies can master to achieve the full benefits of software agility on an enterprise scale. This book is invaluable to software developers, testers and QA personnel, managers and team leads, as well as to executives of software organizations whose objective is to increase the quality and productivity of the software development process but who are faced with all the challenges of developing software on an enterprise scale.

This open access book constitutes the proceedings of the 19th International Conference on Agile Software Development, XP 2018, held in Porto, Portugal, in May 2018. XP is the premier agile software development conference combining research and practice, and XP 2018 provided a playful and informal environment to learn and trigger discussions around its main theme – make, inspect, adapt. The 21 papers presented in this volume were carefully reviewed and selected from 62 submissions. They were organized in topical sections named: agile requirements; agile testing; agile transformation; scaling agile; human-centric agile; and continuous experimentation.

Provides recommendations and case studies to help with the implementation of Scrum. Building on their breakthrough bestsellers *Lean Software Development* and *Implementing Lean Software Development*, Mary and Tom Poppendieck's latest book shows software leaders and team members exactly how to drive high-value change throughout a software organization—and make it stick. They go far beyond generic implementation guidelines, demonstrating exactly how to make lean work in real projects, environments, and companies. The Poppendiecks organize this book around the crucial concept of frames, the unspoken mental constructs that shape our

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perspectives and control our behavior in ways we rarely notice. For software leaders and team members, some frames lead to long-term failure, while others offer a strong foundation for success. Drawing on decades of experience, the authors present twenty-four frames that offer a coherent, complete framework for leading lean software development. You'll discover powerful new ways to act as competency leader, product champion, improvement mentor, front-line leader, and even visionary. Systems thinking: focusing on customers, bringing predictability to demand, and revamping policies that cause inefficiency Technical excellence: implementing low-dependency architectures, TDD, and evolutionary development processes, and promoting deeper developer expertise Reliable delivery: managing your biggest risks more effectively, and optimizing both workflow and schedules Relentless improvement: seeing problems, solving problems, sharing the knowledge Great people: finding and growing professionals with purpose, passion, persistence, and pride Aligned leaders: getting your entire leadership team on the same page From the world's number one experts in Lean software development, *Leading Lean Software Development* will be indispensable to everyone who wants to transform the promise of lean into reality—in enterprise IT and software companies alike.

With Acceptance Test-Driven Development (ATDD), business customers, testers, and developers can collaborate to produce testable requirements that help them build higher quality software more rapidly. However, ATDD is still widely misunderstood by many practitioners. *ATDD by Example* is the first practical, entry-level, hands-on guide to implementing and successfully applying it. ATDD pioneer Markus Gärtner walks readers step by step through deriving the right systems from business users, and then implementing fully automated, functional tests that accurately reflect business requirements, are intelligible to stakeholders, and promote more effective development. Through two end-to-end case studies, Gärtner demonstrates how ATDD can be applied using diverse frameworks and languages. Each case study is accompanied by an extensive set of artifacts, including test automation classes, step definitions, and full sample implementations. These realistic examples illuminate ATDD's fundamental principles, show how ATDD fits into the broader development process, highlight tips from Gärtner's extensive experience, and identify crucial pitfalls to avoid. Readers will learn to Master the thought processes associated with successful ATDD implementation Use ATDD with Cucumber to describe software in ways businesspeople can understand Test web pages using ATDD tools Bring ATDD to Java with the FitNesse wiki-based acceptance test framework Use examples more effectively in Behavior-Driven Development (BDD) Specify software collaboratively through innovative workshops Implement more user-friendly and collaborative test automation Test more cleanly, listen to test results, and refactor tests for greater value If you're a tester, analyst, developer, or project manager, this book offers a concrete foundation for achieving real benefits with ATDD now—and it will help you reap even more value as you gain experience.

The LESS 2010 conference was the first scientific conference dedicated to advancing the “lean enterprise software and systems” body of knowledge. It fostered interactions by joining the lean product development community with the agile community coupled with innovative ideas nurtured by the beyond budgeting school of thinking. The conference was organized in collaboration with the Lean Software and Systems

Consortium (LSSC). The conference is established as a conference series. The idea of the conference was to offer a unique platform for advancing the state of the art in research and practice by bringing the leading researchers and practitioners to the same table. Indeed, LESS 2010 attracted a unique mix of participants including academics, researchers, leading consultants and industry practitioners. The aim of the conference was to use this diverse community to advance research and practical knowledge concerning lean thinking within the field of software business and development. LESS 2010 had more than 60% of its speakers come from the industry and the remaining from academia. LESS is poised to grow as we advance into future iterations of the conference and become the conference for lean thinking in systems and software development. Its growth and credibility will be advanced by the communities and knowledge exchange platform it provides. LESS offers several avenues for knowledge exchange to create a highly collaborative environment. Each year, we aim to bring novelty to a program that fosters collaboration, letting new ideas thrive during and after the conference.

Refactoring has proven its value in a wide range of development projects—helping software professionals improve system designs, maintainability, extensibility, and performance. Now, for the first time, leading agile methodologist Scott Ambler and renowned consultant Pramodkumar Sadalage introduce powerful refactoring techniques specifically designed for database systems. Ambler and Sadalage demonstrate how small changes to table structures, data, stored procedures, and triggers can significantly enhance virtually any database design—without changing semantics. You'll learn how to evolve database schemas in step with source code—and become far more effective in projects relying on iterative, agile methodologies. This comprehensive guide and reference helps you overcome the practical obstacles to refactoring real-world databases by covering every fundamental concept underlying database refactoring. Using start-to-finish examples, the authors walk you through refactoring simple standalone database applications as well as sophisticated multi-application scenarios. You'll master every task involved in refactoring database schemas, and discover best practices for deploying refactorings in even the most complex production environments. The second half of this book systematically covers five major categories of database refactorings. You'll learn how to use refactoring to enhance database structure, data quality, and referential integrity; and how to refactor both architectures and methods. This book provides an extensive set of examples built with Oracle and Java and easily adaptable for other languages, such as C#, C++, or VB.NET, and other databases, such as DB2, SQL Server, MySQL, and Sybase. Using this book's techniques and examples, you can reduce waste, rework, risk, and cost—and build database systems capable of evolving smoothly, far into the future. You know what XP is, how to get it up and running, and how to plan projects using it. Now it's time to expand your use of Extreme Programming and learn the best practices of this popular discipline. In "Extreme Programming Explored," you can read about best practices as learned from the concrete experience of successful XP developers. Author and programmer Bill Wake provides answers to practical questions about XP implementation. Using hands-on examples—including code samples written in the Java programming language—this book demonstrates the day-to-day mechanics of working on an XP team and shows well-defined methods for carrying out a successful XP

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project. The book is divided into three parts: Part 1, Programming--programming incrementally, test-first, and refactoring. Part 2, Team Practices--code ownership, integration, overtime, and pair programming; how XP approaches system architecture; and how a system metaphor shapes a common vision, a shared vocabulary, and the architecture. Part 3, Processes--how to write stories to plan a release; how to plan iterations; and the activities in a typical day for the customer, the programmer, and the manager of an XP project. To demonstrate how an XP team uses frequent testing, you'll learn how to develop the core of a library search system by unit testing in small increments. To show how to make code ready for major design changes, the author teaches you how to refactor a Java program that generates a Web page. To see how a system metaphor influences the shape of a system, you'll learn about the effects of different metaphors on customer service and word processing applications. To show how customers and programmers participate in release planning, the book demonstrates writing and estimating stories, and shows how the customer plans a release. 0201733978B07052001

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

The Provocative and Practical Guide to Coaching Agile Teams As an agile coach, you can help project teams become outstanding at agile, creating products that make them proud and helping organizations reap the powerful benefits of teams that deliver both innovation and excellence. More and more frequently, ScrumMasters and project managers are being asked to coach agile teams. But it's a challenging role. It requires new skills—as well as a subtle understanding of when to step in and when to step back. Migrating from “command and control” to agile coaching requires a whole new mind-set. In *Coaching Agile Teams*, Lyssa Adkins gives agile coaches the insights they need to adopt this new mind-set and to guide teams to extraordinary performance in a re-energized work environment. You'll gain a deep view into the role of the agile coach, discover what works and what doesn't, and learn how to adapt powerful skills from many allied disciplines, including the fields of professional coaching and mentoring. Coverage includes Understanding what it takes to be a great agile coach Mastering all of the agile coach's roles: teacher, mentor, problem solver, conflict navigator, and performance coach Creating an environment where self-organized, high-performance teams can emerge Coaching teams past cooperation and into full collaboration Evolving your leadership style as your team grows and changes Staying actively engaged without dominating your team and stunting its growth Recognizing failure, recovery, and success modes in your coaching Getting the most out of your own personal agile coaching journey Whether you're an agile coach, leader, trainer, mentor, facilitator, ScrumMaster, project manager, product owner, or team member, this book will help you become skilled at helping others become truly great. What could possibly be more rewarding?

A guide to XP leads the developer, project manager, and team leader through the software development planning process, offering real world examples and tips for reacting to changing environments quickly and efficiently.

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

Like any other software system, Web sites gradually accumulate “cruft” over time. They slow down. Links break. Security and compatibility problems mysteriously appear. New features don't integrate seamlessly. Things just don't

work as well. In an ideal world, you'd rebuild from scratch. But you can't: there's no time or money for that. Fortunately, there's a solution: You can refactor your Web code using easy, proven techniques, tools, and recipes adapted from the world of software development. In *Refactoring HTML*, Elliotte Rusty Harold explains how to use refactoring to improve virtually any Web site or application. Writing for programmers and non-programmers alike, Harold shows how to refactor for better reliability, performance, usability, security, accessibility, compatibility, and even search engine placement. Step by step, he shows how to migrate obsolete code to today's stable Web standards, including XHTML, CSS, and REST—and eliminate chronic problems like presentation-based markup, stateful applications, and “tag soup.” The book's extensive catalog of detailed refactorings and practical “recipes for success” are organized to help you find specific solutions fast, and get maximum benefit for minimum effort. Using this book, you can quickly improve site performance now—and make your site far easier to enhance, maintain, and scale for years to come. Topics covered include

- Recognizing the “smells” of Web code that should be refactored
- Transforming old HTML into well-formed, valid XHTML, one step at a time
- Modernizing existing layouts with CSS
- Updating old Web applications: replacing POST with GET, replacing old contact forms, and refactoring JavaScript
- Systematically refactoring content and links
- Restructuring sites without changing the URLs your users rely upon

This book will be an indispensable resource for Web designers, developers, project managers, and anyone who maintains or updates existing sites. It will be especially helpful to Web professionals who learned HTML years ago, and want to refresh their knowledge with today's standards-compliant best practices. This book will be an indispensable resource for Web designers, developers, project managers, and anyone who maintains or updates existing sites. It will be especially helpful to Web professionals who learned HTML years ago, and want to refresh their knowledge with today's standards-compliant best practices.

"Offers a requirements process that saves time, eliminates rework, and leads directly to better software. A great 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. ... [the author] 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. 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, [the author] shows how to organize them, prioritize them, and use them for planning, management, and testing"--Back cover.

WHAT IS THIS BOOK ABOUT? This Book Is About the “Card” (User Story: Card, Criteria, Conversation) User Stories are a great method for expressing stakeholder requirements, whether your projects follow an Agile, Iterative, or a Waterfall methodology. They are the basis for developers to deliver a suitable

information technology (IT) app or application. Well-structured user stories express a single action to achieve a specific goal from the perspective of a single role. When writing user stories, stakeholders knowledgeable about the role should focus on the business result that the IT solution will enable while leaving technology decisions up to the developers. Good user stories are relevant to the project, unambiguous, and understandable to knowledge peers. The best user stories also contain crucial non-functional (quality) requirements, which are the best weapon in the war against unsatisfactory performance in IT solutions. This book presents two common user story structures to help you ensure that your user stories have all the required components and that they express the true business need as succinctly as possible. It offers five simple rules to ensure that your user stories are the best that they can be. That, in turn, will reduce the amount of time needed in user story elaboration and discussion with the development team. This book targets business professionals who are involved with an IT project, Product Owners in charge of managing a backlog, or Business Analysts working with an Agile team.

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

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

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

Deliver Better Games Faster, On Budget—And Make Game Development Fun Again! Game development is in crisis—facing bloated budgets, impossible schedules, unmanageable complexity, and death march overtime. It’s no wonder so many development studios are struggling to survive. Fortunately, there is a solution. Scrum and Agile methods are already revolutionizing development outside the game industry. Now, long-time game developer Clinton Keith shows exactly how to successfully apply these methods to the unique challenges of game development. Keith has spent more than fifteen years developing games, seven of them with Scrum and agile methods. Drawing on this unparalleled expertise, he shows how teams can use Scrum to deliver games more efficiently, rapidly, and cost-effectively; craft games that offer more entertainment value; and make life more fulfilling for development teams at the same time. You’ll learn to form successful agile teams that incorporate programmers, producers, artists, testers, and designers—and promote effective collaboration within and beyond those teams, throughout the entire process. From long-range planning to progress tracking and continuous integration, Keith offers dozens of tips, tricks, and solutions—all based firmly in reality and hard-won experience. Coverage includes Understanding Scrum’s goals, roles, and practices in the context of game development Communicating and planning your game’s vision, features, and progress Using iterative techniques to put your game into a playable state

every two to four weeks— even daily Helping all team participants succeed in their roles Restoring stability and predictability to the development process Managing ambiguous requirements in a fluid marketplace Scaling Scrum to large, geographically distributed development teams Getting started: overcoming inertia and integrating Scrum into your studio's current processes Increasingly, game developers and managers are recognizing that things can't go on the way they have in the past. Game development organizations need a far better way to work. Agile Game Development with Scrum gives them that—and brings the profitability, creativity, and fun back to game development.

"This remarkable book combines practical advice, ready-to-use techniques, and a deep understanding of why this is the right way to develop software. I have seen software teams transformed by the ideas in this book." --Mike Cohn, author of Agile Estimating and Planning "As a lean practitioner myself, I have loved and used their first book for years. When this second book came out, I was delighted that it was even better. If you are interested in how lean principles can be useful for software development organizations, this is the book you are looking for. The Poppendiecks offer a beautiful blend of history, theory, and practice." --Alan Shalloway, coauthor of Design Patterns Explained "I've enjoyed reading the book very much. I feel it might even be better than the first lean book by Tom and Mary, while that one was already exceptionally good! Mary especially has a lot of knowledge related to lean techniques in product development and manufacturing. It's rare that these techniques are actually translated to software. This is something no other book does well (except their first book)." --Bas Vodde "The new book by Mary and Tom Poppendieck provides a well-written and comprehensive introduction to lean principles and selected practices for software managers and engineers. It illustrates the application of the values and practices with well-suited success stories. I enjoyed reading it." --Roman Pichler "In Implementing Lean Software Development, the Poppendiecks explore more deeply the themes they introduced in Lean Software Development. They begin with a compelling history of lean thinking, then move to key areas such as value, waste, and people. Each chapter includes exercises to help you apply key points. If you want a better understanding of how lean ideas can work with software, this book is for you." --Bill Wake, independent consultant In 2003, Mary and Tom Poppendieck's Lean Software Development introduced breakthrough development techniques that leverage Lean principles to deliver unprecedented agility and value. Now their widely anticipated sequel and companion guide shows exactly how to implement Lean software development, hands-on. This new book draws on the Poppendiecks' unparalleled experience helping development organizations optimize the entire software value stream. You'll discover the right questions to ask, the key issues to focus on, and techniques proven to work. The authors present case studies from leading-edge software organizations, and offer practical exercises for jumpstarting your own Lean initiatives. Managing to extend, nourish, and leverage agile practices

Building true development teams, not just groups
Driving quality through rapid feedback and detailed discipline
Making decisions Just-in-Time, but no later
Delivering fast: How PatientKeeper delivers 45 rock-solid releases per year
Making tradeoffs that really satisfy customers
Implementing Lean Software Development is indispensable to anyone who wants more effective development processes--managers, project leaders, senior developers, and architects in enterprise IT and software companies alike.

Agile Estimating and Planning is the definitive, practical guide to estimating and planning agile projects. In this book, Agile Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done, with real-world examples and case studies. Concepts are clearly illustrated and readers are guided, step by step, toward how to answer the following questions: What will we build? How big will it be? When must it be done? How much can I really complete by then? You will first learn what makes a good plan--and then what makes it agile. Using the techniques in Agile Estimating and Planning, you can stay agile from start to finish, saving time, conserving resources, and accomplishing more. Highlights include: Why conventional prescriptive planning fails and why agile planning works
How to estimate feature size using story points and ideal days--and when to use each
How and when to re-estimate
How to prioritize features using both financial and nonfinancial approaches
How to split large features into smaller, more manageable ones
How to plan iterations and predict your team's initial rate of progress
How to schedule projects that have unusually high uncertainty or schedule-related risk
How to estimate projects that will be worked on by multiple teams
Agile Estimating and Planning supports any agile, semiagile, or iterative process, including Scrum, XP, Feature-Driven Development, Crystal, Adaptive Software Development, DSDM, Unified Process, and many more. It will be an indispensable resource for every development manager, team leader, and team member.

This open access book constitutes the proceedings of the 21st International Conference on Agile Software Development, XP 2020, which was planned to be held during June 8-12, 2020, at the IT University of Copenhagen, Denmark. However, due to the COVID-19 pandemic the conference was postponed until an undetermined date. XP is the premier agile software development conference combining research and practice. It is a hybrid forum where agile researchers, academics, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. Following this history, for both researchers and seasoned practitioners XP 2020 provided an informal environment to network, share, and discover trends in Agile for the next 20 years. The 14 full and 2 short papers presented in this volume were carefully reviewed and selected from 37 submissions. They were organized in topical sections named: agile adoption; agile practices; large-scale agile; the business of agile; and agile and testing. "How do I make my user stories smaller?" "What is the right size for a user story?" "What is the difference between an Epic and a Story? And where do Tasks and Sub-tasks fit in?" "Who writes user stories?" "Why user stories?" "Do I have to use User Stories?" Allan Kelly found himself answering these questions, and similar ones, again and again so... "As a ... I want ... So that ..." - this humble little who-what-why template has become the most widely used means of communicating requirements for Agile teams. In this slim volume Allan Kelly provides practical advice on writing, reading and working with user stories.

This book constitutes the proceedings of 26th International Conference on Advanced Information Systems Engineering, CAiSE 2014, held in Thessaloniki, Greece in June 2014. The 41 papers and 3 keynotes presented were carefully reviewed and selected from 226 submissions. The accepted papers were presented in 13 sessions: clouds and services; requirements; product lines; requirements elicitation; processes; risk and security; process

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models; data mining and streaming; process mining; models; mining event logs; databases; software engineering.

How do you detangle a monolithic system and migrate it to a microservice architecture? How do you do it while maintaining business-as-usual? As a companion to Sam Newman's extremely popular Building Microservices, this new book details a proven method for transitioning an existing monolithic system to a microservice architecture. With many illustrative examples, insightful migration patterns, and a bevy of practical advice to transition your monolith enterprise into a microservice operation, this practical guide covers multiple scenarios and strategies for a successful migration, from initial planning all the way through application and database decomposition. You'll learn several tried and tested patterns and techniques that you can use as you migrate your existing architecture. Ideal for organizations looking to transition to microservices, rather than rebuild Helps companies determine whether to migrate, when to migrate, and where to begin Addresses communication, integration, and the migration of legacy systems Discusses multiple migration patterns and where they apply Provides database migration examples, along with synchronization strategies Explores application decomposition, including several architectural refactoring patterns Delves into details of database decomposition, including the impact of breaking referential and transactional integrity, new failure modes, and more

The Agile Model-Based Systems Engineering Cookbook distills the most relevant MBSE workflows and work products into a set of easy-to-follow recipes, complete with examples of their application. This book serves as a quick and reliable practical reference for systems engineers looking to apply agile MBSE to real-world projects.

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

Being able to fit design into the Agile software development processes is an important skill in today's market. There are many ways for a UX team to succeed (and fail) at being Agile. This book provides you with the tools you need to determine what Agile UX means for you. It includes practical examples and case studies, as well as real-life factors to consider while navigating the Agile UX waters. You'll learn about what contributes to your team's success, and which factors to consider when determining the best path for getting there. After reading this book, you'll have the knowledge to improve your software and product development with Agile processes quickly and easily. Includes hands on, real-world examples to illustrate the successes and common pitfalls of Agile UX Introduces practical techniques that can be used on your next project Details how to incorporate user experience design into your company's agile software/product process

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