

## Access Free The Agile Maturity Model Thoughtworks

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### E72 - SASHA SANAA

Winner of the 2011 Jolt Excellence Award! Getting software released to users is often a painful, risky, and time-consuming process. This groundbreaking new book sets out the principles and technical practices that enable rapid, incremental delivery of high quality, valuable new functionality to users. Through automation of the build, deployment, and testing process, and improved collaboration between developers, testers, and operations, delivery teams can get changes released in a matter of hours—sometimes even minutes—no matter what the size of a project or the complexity of its code base. Jez Humble and David Farley begin by presenting the foundations of a rapid, reliable, low-risk delivery process. Next, they introduce the “deployment pipeline,” an automated process for managing all changes, from check-in to release. Finally, they discuss the “ecosystem” needed to support continuous delivery, from infrastructure, data and configuration management to governance. The authors introduce state-of-the-art techniques, including automated infrastructure management and data migration, and the use of virtualization. For each, they review key issues, identify best practices, and demonstrate how to mitigate risks. Coverage includes

- Automating all facets of building, integrating, testing, and deploying software
- Implementing deployment pipelines at team and organizational levels
- Improving collaboration between developers, testers, and operations
- Developing features incrementally on large and distributed teams
- Implementing an effective configuration management strategy
- Automating acceptance testing, from analysis to implementation
- Testing capacity and other non-functional requirements
- Implementing continuous deployment and zero-downtime releases
- Managing infrastructure, data, components and dependencies
- Navigating risk management, compliance, and auditing

Whether you’re a developer, systems administrator, tester, or manager, this book will help your organization move from idea to release faster than ever—so you can deliver value to your business rapidly and reliably. Summarizes the Agile and Scrum software development method, which allows creation of software in just 30 days.

Being a certified bibliophile and a professional geek, I have more shelf space devoted to books on software methods than any reasonable human should possess. Balancing Agility and Discipline has a prominent place in that section of my library, because it has helped me sort through the noise and smoke of the current method wars. --From the Foreword by Grady Booch This is an outstanding book on an emotionally complicated topic. I applaud the authors for the care with which they have handled the subject. --From the Foreword by Alistair Cockburn The authors have done a commendable job of identifying five critical factors--personnel, criticality, size, culture, and dynamism---for creating the right balance of flexibility and structure. Their thoughtful analysis will help developers who must sort through the agile-disciplined debate, giving them guidance to create the right mix for their projects. --From the Foreword by Arthur Pyster Agility and discipline: These apparently opposite attributes are, in fact, complementary values in software development. Plan-driven developers must also be agile; nimble developers must also be disciplined. The key to success is finding the right balance between the two, which will vary from project to project according to the circumstances and risks involved. Developers, pulled toward opposite ends by impassioned arguments, ultimately must learn how to give each value its due in their particular situations. Balancing Agility and Discipline sweeps aside the rhetoric, drills down to the operational core concepts, and presents a constructive approach to defining a balanced software development strategy. The authors expose the bureaucracy and stagnation that mark discipline without agility, and liken agility without discipline to unbridled and fruitless enthusiasm. Using a day in the life of two development teams and ground-breaking case studies, they illustrate the differences and similarities between agile and plan-driven methods, and show that the best development strategies have ways to combine both attributes. Their analysis is both objective and grounded, leading finally to clear and practical guidance for all software professionals--showing how to locate the sweet spot on the agility-discipline continuum for any given project. 0321186125B10212003

Advancements in technology have allowed for the creation of new tools and innovations that can

improve different aspects of life. These applications can be utilized across different technological platforms. Application Development and Design: Concepts, Methodologies, Tools, and Applications is a comprehensive reference source for the latest scholarly material on trends, techniques, and uses of various technology applications and examines the benefits and challenges of these computational developments. Highlighting a range of pertinent topics such as software design, mobile applications, and web applications, this multi-volume book is ideally designed for researchers, academics, engineers, professionals, students, and practitioners interested in emerging technology applications.

Design IT Organizations for Agility at Scale Aspiring digital businesses need overall IT agility, not just development team agility. In Agile IT Organization Design , IT management consultant and ThoughtWorks veteran Sriram Narayan shows how to infuse agility throughout your organization. Drawing on more than fifteen years’ experience working with enterprise clients in IT-intensive industries, he introduces an agile approach to “Business-IT Effectiveness” that is as practical as it is valuable. The author shows how structural, political, operational, and cultural facets of organization design influence overall IT agility—and how you can promote better collaboration across diverse functions, from sales and marketing to product development, and engineering to IT operations. Through real examples, he helps you evaluate and improve organization designs that enhance autonomy, mastery, and purpose: the key ingredients for a highly motivated workforce. You’ll find “close range” coverage of team design, accountability, alignment, project finance, tooling, metrics, organizational norms, communication, and culture. For each, you’ll gain a deeper understanding of where your organization stands, and clear direction for making improvements. Ready to optimize the performance of your IT organization or digital business? Here are practical solutions for the long term, and for right now. Govern for value over predictability Organize for responsiveness, not lowest cost Clarify accountability for outcomes and for decisions along the way Strengthen the alignment of autonomous teams Move beyond project teams to capability teams Break down tool-induced silos Choose financial practices that are free of harmful side effects Create and retain great teams despite today’s “talent crunch” Reform metrics to promote (not prevent) agility Evolve culture through improvements to structure, practices, and leadership—and careful, deliberate interventions

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

An expert guide to helping you use DevOps techniques with the latest GitLab version to optimize and manage your software workflow Key FeaturesDelve into GitLab's architecture, and install and configure it to fit your environmentLearn about the underlying principles of Agile software development and DevOpsExplore Gitlab's features to manage enterprise cloud-native applications and servicesBook Description GitLab is an open source repository management and version control toolkit with functions for enterprises and personal software projects. It offers configurability options, extensions, and APIs that make it an ideal tool for enterprises to manage the software development life cycle. This book begins by explaining GitLab options and the components of the GitLab architecture. You will learn how to install and set up GitLab on-premises and in the cloud, along with understanding how to migrate code bases from different systems, such as GitHub, Concurrent Versions System, Team Foundation Version Control, and Subversion. Later chapters will help you implement DevOps culture by introducing the workflow management tools in GitLab and continuous integration/continuous deployment (CI/CD). In addition to this, the book will guide you through installing GitLab on a range of cloud platforms, monitoring with Prometheus, and deploying an environment with GitLab. You'll also focus on the GitLab CI component to assist you with creating development pipelines and jobs, along with helping you set up GitLab runners for your own project. Finally, you will be able to choose a high availability setup that fits your needs and helps you monitor and act on results obtained after testing. By the end of this book, you will have gained the expertise you

need to use GitLab features effectively, and be able to integrate all phases in the development process. What you will learnInstall GitLab on premises and in the cloud using a variety of configuration-sConduct data migration from the SVN, TFS, CVS, and GitHub platforms to GitLabUse GitLab runners to develop different types of configurations in software developmentPlan and perform CI/CD by using GitLab featuresMonitor and secure your software architecture using Prometheus and GrafanaImplement DevOps culture by introducing workflow management tools in GitLabWho this book is for If you are a software developer, DevOps professional, or any developer who wants to master GitLab for productive repository management in your day-to-day tasks, this book is for you. Basic understanding of the software development workflow is assumed.

This book constitutes the refereed proceedings of the 12th International Conference on Software Process Improvement and Capability Determination, SPICE 2012, held in Palma de Mallorca, Spain, in May 2012. The 21 revised full papers presented and 14 short papers were carefully reviewed and selected from numerous submissions. The papers are organized in topical sections on organizational process improvement; SPI in small and very small enterprises; process models; SPI in automotive software and security; SPI in medical and safety critical systems; short papers.

In Team Topologies DevOps consultants Matthew Skelton and Manuel Pais share secrets of successful team patterns and interactions to help readers choose and evolve the right team patterns for their organization, making sure to keep the software healthy and optimize value streams. Team Topologies will help readers discover:

- Team patterns used by successful organizations.
- Common team patterns to avoid with modern software systems.
- When and why to use different team patterns
- How to evolve teams effectively.
- How to split software and align to teams.

It was 1999 when Extreme Programming Explained was first published, making this year’s event arguably the 15th anniversary of the birth of the XP/Agile movement in software development. Our fourth conference reflected the evolution and the learning that have occurred in these exciting 16 years as agile practices have become part of the mainstream in software development. These pages are the proceedings of XP Agile Universe 2014, held in beautiful Calgary, gateway to the Canadian Rockies, in Alberta, Canada. Evident in the conference is the fact that our learning is still in its early stages. While at times overlooked, adaptation has been a core principle of agile software development since the earliest literature on the subject. The conference and these proceedings reinforce that principle. Although some organizations are able to practice agile methods in the near-pure form, most are not, reflecting just how radically innovative these methods are to this day. Any innovation must coexist with an existing environment and agile software development is no different. There are numerous challenges confronting IT and software development organizations today, with many solutions pitched by a cadre of advocates. Be it CMM, offshoring, outsourcing, security, or one of many other current topics in the industry, teams using or transitioning to Extreme Programming and other agile practices must integrate with the rest of the organization in order to succeed. The papers here offer some of the latest experiences that teams are having in those efforts. XP Agile Universe 2014 consisted of workshops, tutorials, papers, panels, the Open Space session, the Educators’ Symposium, keynotes, educational games and industry presentations.

Virtualization, cloud, containers, server automation, and software-defined networking are meant to simplify IT operations. But many organizations adopting these technologies have found that it only leads to a faster-growing sprawl of unmanageable systems. This is where infrastructure as code can help. With this practical guide, author Kief Morris of ThoughtWorks shows you how to effectively use principles, practices, and patterns pioneered through the DevOps movement to manage cloud age infrastructure. Ideal for system administrators, infrastructure engineers, team leads, and architects, this book demonstrates various tools, techniques, and patterns you can use to implement infrastructure as code. In three parts, you’ll learn about the platforms and tooling involved in creating and configuring infrastructure elements, patterns for using these tools, and practices for making infrastructure as code work in your environment. Examine the pitfalls that organizations fall into when adopting the new generation of infrastructure technologies Understand the capabilities and service models of dynamic infrastructure platforms Learn about tools that provide, provide,

sion, and configure core infrastructure resources Explore services and tools for managing a dynamic infrastructure Learn specific patterns and practices for provisioning servers, building server templates, and updating running servers

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.

Carefully researched over ten years and eagerly anticipated by the agile community, *Crystal Clear: A Human-Powered Methodology for Small Teams* is a lucid and practical introduction to running a successful agile project in your organization. Each chapter illuminates a different important aspect of orchestrating agile projects. Highlights include Attention to the essential human and communication aspects of successful projects Case studies, examples, principles, strategies, techniques, and guiding properties Samples of work products from real-world projects instead of blank templates and toy problems Top strategies used by software teams that excel in delivering quality code in a timely fashion Detailed introduction to emerging best-practice techniques, such as Blitz Planning, Project 360°, and the essential Reflection Workshop Question-and-answer with the author about how he arrived at these recommendations, including where they fit with CMMI, ISO, RUP, XP, and other methodologies A detailed case study, including an ISO auditor's analysis of the project Perhaps the most important contribution this book offers is the Seven Properties of Successful Projects. The author has studied successful agile projects and identified common traits they share. These properties lead your project to success; conversely, their absence endangers your project.

Lessons from Agile's First Decade...Leadership for Agile's Next Decade The agile software movement has now been around for a full decade. As coauthor of the original Agile Manifesto, Jim Highsmith has been at its heart since the beginning. He's spent the past decade helping hundreds of organizations transition to agile/lean. When it comes to agile, he's seen it all—in a variety of industries, worldwide. Now, in *Adaptive Leadership*, he has compiled, updated, and extended his best writings about agile and lean methods for a management audience. Highsmith doesn't just reveal what's working and what isn't; he offers a powerful new vision for extending agility across the enterprise. Drawing on what's been learned in application development, this guide shows how to use adaptive leadership techniques to transform the way you deliver complete solutions, whatever form they take. You'll learn how enterprise agility can enable the ambitious organizational missions that matter most; how leaders can deliver a continuous stream of value; how to think disruptively about opportunities, and how to respond quickly by creating more adaptive, innovative organizations. Coverage includes Discovering and executing new business opportunities far more quickly Delivering complete business solutions earlier, and iterating them more often Organizing for innovation, and systematically managing opportunity flow Clarifying the degree of strategic, portfolio, and operational agility you need, and focusing on your highest-value transformations Creating cultures that actually can adapt and learn Reinvigorating the roots of agile value and values Understanding IT's changing value proposition, and retraining your people accordingly Integrating economics, products, and social responsibility Choosing metrics that guide agility, not counterproductive traditional metrics Understanding the financial implications of technical debt Optimizing business value by doing less—and guiding the process with "NOT to do" lists Speculating intelligently when you can't plan away uncertainty Customizing management to each project's needs (because not all projects should be equally agile)

Introduces a realistic approach to leading, managing, and growing your Agile team or organization. Written for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Recognizes that today's organizations are living, networked systems; that you can't simply let them run themselves; and that management is primarily about people and relationships. Deepens your understanding of how organizations and Agile teams work, and gives you tools to solve your own problems. Identifies the most valuable elements of Agile management, and helps you improve each of them.

Winner of the Shingo Publication Award Accelerate your organization to win in the marketplace. How can we apply technology to drive business value? For years, we've been told that the performance of software delivery teams doesn't matter—that it can't provide a competitive advantage to our companies. Through four years of groundbreaking research to include data collected from the State of DevOps reports conducted with Puppet, Dr. Nicole Forsgren, Jez Humble, and Gene Kim set out to find a way to measure software delivery performance—and what drives it—using rigorous statistical methods. This book presents both the findings and the science behind that research,

making the information accessible for readers to apply in their own organizations. Readers will discover how to measure the performance of their teams, and what capabilities they should invest in to drive higher performance. This book is ideal for management at every level.

Microservices can have a positive impact on your enterprise—just ask Amazon and Netflix—but you can fall into many traps if you don't approach them in the right way. This practical guide covers the entire microservices landscape, including the principles, technologies, and methodologies of this unique, modular style of system building. You'll learn about the experiences of organizations around the globe that have successfully adopted microservices. In three parts, this book explains how these services work and what it means to build an application the Microservices Way. You'll explore a design-based approach to microservice architecture with guidance for implementing various elements. And you'll get a set of recipes and practices for meeting practical, organizational, and cultural challenges to microservice adoption. Learn how microservices can help you drive business objectives Examine the principles, practices, and culture that define microservice architectures Explore a model for creating complex systems and a design process for building a microservice architecture Learn the fundamental design concepts for individual microservices Delve into the operational elements of a microservices architecture, including containers and service discovery Discover how to handle the challenges of introducing microservice architecture in your organization

This is the digital version of the printed book (Copyright © 2000). Winner of the 2001 Software Development Jolt Product Excellence Award This innovative text offers a practical, realistic approach to managing high-speed, high-change software development projects. Consultant James A. Highsmith shows readers how to increase collaboration and adapt to uncertainty. Many organizations start high-speed, high-change projects without knowing how to do them—and even worse, without knowing they don't know. Successful completion of these projects is often at the expense of the project team. Adaptive Software Development emphasizes an adaptive, collaborative approach to software development. The concepts allow developers to “scale-up” rapid application development and extreme programming approaches for use on larger, more complex projects. The four goals of the book are to support an adaptive culture or mindset, in which change and uncertainty are assumed to be the natural state—not a false expectation of order introduce frameworks to guide the iterative process of managing change institute collaboration, the interaction of people on three levels: interpersonal, cultural, and structural add rigor and discipline to the RAD approach, making it scalable to the uncertainty and complexity of real-life undertakings

As the digital economy changes the rules of the game for enterprises, the role of software and IT architects is also transforming. Rather than focus on technical decisions alone, architects and senior technologists need to combine organizational and technical knowledge to effect change in their company's structure and processes. To accomplish that, they need to connect the IT engine room to the penthouse, where the business strategy is defined. In this guide, author Gregor Hohpe shares real-world advice and hard-learned lessons from actual IT transformations. His anecdotes help architects, senior developers, and other IT professionals prepare for a more complex but rewarding role in the enterprise. This book is ideal for: Software architects and senior developers looking to shape the company's technology direction or assist in an organizational transformation Enterprise architects and senior technologists searching for practical advice on how to navigate technical and organizational topics CTOs and senior technical architects who are devising an IT strategy that impacts the way the organization works IT managers who want to learn what's worked and what hasn't in large-scale transformation

The Agile Self-Assessment Game is used by teams and organizations to self-assess their agility. Playing the game enables teams to reflect on their own team interworking, discover how agile they are and decide what they can do to increase their agility to deliver more value to their customers and stakeholders. This is the first book specifically about Agile Self-assessments. In this book, Ben Linders explains what self-assessments are and why you would do them, and explores how to do them using the Agile Self-assessment Game. He's also sharing experience stories from people who played the game. This book is based on his experience as a developer, tester, team leader, project manager, quality manager, process manager, consultant, coach, trainer, and adviser in Agile, Lean, Quality and Continuous Improvement. It takes a deep dive into self-assessments, viewing them from different perspectives and provides ideas, suggestions, practices, and experiences that will help you to do effective agile self-assessments with your teams. The book is aimed at Scrum masters, agile coaches, consultants leading agile transformations, developers and testers, project managers, line managers, and CxOs; basically for anyone who is looking for an effective way to

help their agile teams improve and to increase the agility of their organization. With plenty of ideas, suggestions, and practical cases on Agile Self-assessments, this book will help you to apply assessments and help teams to improve. Note: The agile coaching cards needed to play the games described in the book can be downloaded for a nominal fee at [benlinders.com/downloads](http://benlinders.com/downloads).

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

DevOps is an emerging set of principles, methods and practices for communication, collaboration and integration between software development (application/software engineering) and IT operations (systems administration/infrastructure) professionals. It has developed in response to the emerging understanding of the interdependence and importance of both the development and operations disciplines in meeting an organization's goal of rapidly producing software products and services. This book is your ultimate resource for DevOps. Here you will find the most up-to-date information, analysis, background and everything you need to know. In easy to read chapters, with extensive references and links to get you to know all there is to know about DevOps right away, covering: DevOps, Agile software development, Adaptive Software Development, Agile application, Agile management, Agile Manifesto, Agile Modeling, Agile testing, Agile Unified Process, Agilo for Scrum, Applied Agile Software Development, Burn down chart, Crystal Clear (software development), Extreme Programming, Feature Driven Development, ICONIX, Kalistick, Kanban (development), Lean software development, Lightweight methodology, LiquiBase, Microsoft Solutions Framework, Mingle, MKS Integrity, P-Modeling Framework, Planbox, Planning poker, PM Declaration of Interdependence, Presenter First, RATF, Scrum (development), Scrumedge, ScrumMaster, Sprint (scrum), Sprint (software development), Stand-up meeting, SWAT Team (process model), ThoughtWorks Studios, Torry Harris Business Solutions, User story, VersionOne, Wabi-sabi, Software development process, Accelerator (Software), Application lifecycle management, AspectJ, Best Coding Practices, Big Design Up Front, Cap Gemini SDM, Capability Maturity Model, Capability Maturity Model Integration, CCU Delivery, Change control board, Chaos model, Cleanroom Software Engineering, Code-Beamer (software), Computer programming, Development environment, Domain engineering, Domain-specific multimodeling, Dual Vee Model, Dynamic Systems Development Method, Eating your own dog food, Eclipse Buckminster, Eclipse Process Framework, Egoless programming, Endeavour Software Project Management, Enterprise Unified Process, Envirostructure, Essential Unified Process, Evolutionary Process for Integrating COTS-Based Systems, Extreme programming practices, Functional specification, Goal-Driven Software Development Process, Google Guice, IBM Rational Unified Process, IBM Tivoli Unified Process (ITUP), IEC 62304, Incremental build model, Information engineering, INVEST (mnemonic), ISO 12207, ISO/IEC 15504, Iterative and incremental development, Iterfall development, Jackson System Development, Joint application design, LeanCMMI, Lower level design, Macroscope (methodology suite), Maintenance release, MBASE, Merise, Meta-process modeling, Microsoft Security Development Lifecycle, Model-driven software development, Modified waterfall models, Modular Approach to Software Construction Operation and Test, Monitoring Maintenance Lifecycle, Mps.br, Narrative designer, NMock, OpenUP, OpenUP/Basic, Outside-in software development, Package development process, Parasoft Concerto, Personal Software Process, Problem-oriented development, Process Driven Development, Process specification, Process-centered design, Product software implementation method, Pulse (ALM), Rapid application development, Rationally Adaptive Process, Redesign (software), Release engineering, Requirements analysis, Reversion (software development), Revision control, Rolling release, RUP hump, Sandbox (software development), SAP implementation, Software architecture, Software deployment, Software design...and much more This book explains in-depth the real drivers and workings of DevOps. It reduces the risk of your technology, time and resources investment decisions by enabling you to compare your understanding of DevOps with the objectivity of experienced professionals.

Agile is a relatively recent methodology used in the development process of a project. Therefore, it is important to share new emerging knowledge with researchers and professionals interested in

adopting an agile mindset. Emerging Innovations in Agile Software Development focuses on the use of agile methodologies to manage, design, develop, test and maintain software projects. Emphasizing research-based solutions for contemporary software development, this publication is designed for use by software developers, researchers, and graduate-level students in software engineering and project management programs.

The Digital Age is having a broad and profound impact on companies and entire industries. Rather than simply automate or embed digital technology into existing offerings, your business needs to rethink everything. In this practical book, three ThoughtWorks professionals provide a game plan to help your business through this transformation, along with technical concepts that you need to know to be an effective leader in a modern digital business. Chock-full of practical advice and case studies that show how businesses have transitioned, this book reveals lessons learned in guiding companies through digital transformation. While there's no silver bullet available, you'll discover effective ways to create lasting change at your organization. With this book, you'll discover how to: Realign the business and operating architecture to focus on customer value Build a more responsive and agile organization to deal with speed and ambiguity Build next generation technology capability as a core differentiator

Best practices for managing projects in agile environments—now updated with new techniques for larger projects Today, the pace of project management moves faster. Project management needs to become more flexible and far more responsive to customers. Using Agile Project Management (APM), project managers can achieve all these goals without compromising value, quality, or business discipline. In Agile Project Management, Second Edition, renowned agile pioneer Jim Highsmith thoroughly updates his classic guide to APM, extending and refining it to support even the largest projects and organizations. Writing for project leaders, managers, and executives at all levels, Highsmith integrates the best project management, product management, and software development practices into an overall framework designed to support unprecedented speed and mobility. The many topics added in this new edition include incorporating agile values, scaling agile projects, release planning, portfolio governance, and enhancing organizational agility. Project and business leaders will especially appreciate Highsmith's new coverage of promoting agility through performance measurements based on value, quality, and constraints. This edition's coverage includes: Understanding the agile revolution's impact on product development Recognizing when agile methods will work in project management, and when they won't Setting realistic business objectives for Agile Project Management Promoting agile values and principles across the organization Utilizing a proven Agile Enterprise Framework that encompasses governance, project and iteration management, and technical practices Optimizing all five stages of the agile project: Envision, Speculate, Explore, Adapt, and Close Organizational and product-related processes for scaling agile to the largest projects and teams Agile project governance solutions for executives and management The "Agile Triangle": measuring performance in ways that encourage agility instead of discouraging it The changing role of the agile project leader

This textbook is intended for SPI (software process improvement) managers and - searchers, quality managers, and experienced project and research managers. The papers constitute the research proceedings of the 16th EuroSPI (European Software Process Improvement, [www.eurospi.net](http://www.eurospi.net)) conference held in Alcalá (Madrid region), September 2-4, 2009, Spain. Conferences have been held since 1994 in Dublin, 1995 in Vienna (Austria), 1997 in Budapest (Hungary), 1998 in Gothenburg (Sweden), 1999 in Pori (Finland), 2000 in Copenhagen (Denmark), 2001 in Limerick (Ireland), 2002 in Nuremberg (G- many), 2003 in Graz (Austria), 2004 in Trondheim (Norway), 2005 in Budapest (Hungary), 2006 in Joensuu (Finland), 2007 in Potsdam (Germany), 2008 in Dublin (Ireland), and 2009 in Alcalá (Spain). EuroSPI established an experience library ([library.eurospi.net](http://library.eurospi.net)) which will be continuously extended over the next few years and will be made available to all attendees. EuroSPI also created an umbrella initiative for establishing a European Qualification Network in which different SPINs and national initiatives join mutually beneficial collaborations (ECQA – European Certification and Qualification Association, [www.ecqa.org](http://www.ecqa.org)). With a general assembly during October 15-16, 2007 through Euro-SPI partners and networks, in collaboration with the European Union (supported by the EU Leonardo da Vinci Programme) a European certification association has been created ([www.eu-certificates.org](http://www.eu-certificates.org), [www.ecqa.org](http://www.ecqa.org)) for the IT and services sector to offer SPI knowledge and certificates to industry, establishing close knowledge transfer links between research and industry. Agile software development is a group of software development methodologies based on iterative and incremental development, where requirements and solutions evolve through collaboration between self-organizing, cross-functional teams. The Agile Manifesto introduced the term in 2001.

This book is your ultimate resource for Agile software development. Here you will find the most up-to-date information, analysis, background and everything you need to know. In easy to read chapters, with extensive references and links to get you to know all there is to know about Agile software development right away, covering: Agile software development, Adaptive Software Development, Agile application, Agile management, Agile Manifesto, Agile Modeling, Agile testing, Agile Unified Process, Agilo for Scrum, Applied Agile Software Development, Burn down chart, Crystal Clear (software development), DevOps, Dynamic Systems Development Method, Extreme Programming, Feature Driven Development, ICONIX, Kalistick, Kanban (development), Lean software development, Lightweight methodology, LiquiBase, Microsoft Solutions Framework, Mingle, MKS Integrity, P-Modeling Framework, Planbox, Planning poker, PM Declaration of Interdependence, Presenter First, RATF, Scrum (development), Scrumedge, ScrumMaster, Sprint (scrum), Sprint (software development), Stand-up meeting, SWAT Team (process model), ThoughtWorks Studios, Torry Harris Business Solutions, User story, VersionOne, Wabi-sabi, Software development process, Accelerator (Software), Application lifecycle management, AspectJ, Best Coding Practices, Big Design Up Front, Cap Gemini SDM, Capability Maturity Model, Capability Maturity Model Integration, CCU Delivery, Change control board, Chaos model, Cleanroom Software Engineering, CodeBeamer (software), Computer programming, Development environment, Domain engineering, Domain-specific multi-modeling, Dual Vee Model, Eating your own dog food, Eclipse Buckminster, Eclipse Process Framework, Egoless programming, Endeavour Software Project Management, Enterprise Unified Process, Envirostructure, Essential Unified Process, Evolutionary Process for Integrating COTS-Based Systems, Extreme programming practices, Functional specification, Goal-Driven Software Development Process, Google Guice, IBM Rational Unified Process, IBM Tivoli Unified Process (ITUP), IEC 62304, Incremental build model, Information engineering, INVEST (mnemonic), ISO 12207, ISO/IEC 15504, Iterative and incremental development, Iterfall development, Jackson System Development, Joint application design, LeanCMMI, Lower level design, Macroscopic (methodology suite), Maintenance release, MBASE, Merise, Meta-process modeling, Model-driven software development, Modified waterfall models, Modular Approach to Software Construction Operation and Test, Monitoring Maintenance Lifecycle, Mps.br, Narrative designer, NMock, OpenUP, OpenUP/Basic, Outside-in software development, Package development process, Parasoft Concerto, Personal Software Process, Problem-oriented development, Process Driven Development, Process specification, Process-centered design, Product software implementation method, Pulse (ALM), Rapid application development, Rationally Adaptive Process, Redesign (software), Release engineering, Requirements analysis, Reversion (software development), Revision control, Rolling release, RUP hump, Sandbox (software development), SAP implementation, Software architecture, Software deployment, Software design, Software development, Software development methodology, Talk: Software development process/Archive, Software Engineering Process Group, Software intelligence, Software maintenance...and much more This book explains in-depth the real drivers and workings of Agile software development. It reduces the risk of your technology, time and resources investment decisions by enabling you to compare your understanding of Agile software development with the objectivity of experienced professionals.

For any software developer who has spent days in "integration hell," cobbling together myriad software components, Continuous Integration: Improving Software Quality and Reducing Risk illustrates how to transform integration from a necessary evil into an everyday part of the development process. The key, as the authors show, is to integrate regularly and often using continuous integration (CI) practices and techniques. The authors first examine the concept of CI and its practices from the ground up and then move on to explore other effective processes performed by CI systems, such as database integration, testing, inspection, deployment, and feedback. Through more than forty CI-related practices using application examples in different languages, readers learn that CI leads to more rapid software development, produces deployable software at every step in the development lifecycle, and reduces the time between defect introduction and detection, saving time and lowering costs. With successful implementation of CI, developers reduce risks and repetitive manual processes, and teams receive better project visibility. The book covers How to make integration a "non-event" on your software development projects How to reduce the amount of repetitive processes you perform when building your software Practices and techniques for using CI effectively with your teams Reducing the risks of late defect discovery, low-quality software, lack of visibility, and lack of deployable software Assessments of different CI servers and related tools on the market The book's companion Web site, [www.integratebutton.com](http://www.integratebutton.com), provides updates and code examples.

Learn the agile philosophy of lean processes, incremental delivery, deep client participation, decentralized authority, and just-in-time planning to bring speed, creativity, empowerment and increased productivity to product development. This book is your guide to becoming the go-to advisor for the enterprise agile transition. Many organizations have brought in agile coaches and achieved great progress in software development productivity, only to find teams slipping back into old methods as they encounter enterprise resistance and dysfunction. The consultative skills required to engage at the enterprise level differ greatly from those needed to coach teams in agile practices. Agile coaches and consultants need to up their game to successfully partner with executives, managers, and PMOs to evolve from traditional methods to a lean, agile mindset. The Agile Consultant, by former Intel Worldwide Project Management Director and agile expert Rick Freedman, author of Amazon best-seller The IT Consultant, shows how to overcome transition challenges and move beyond team-level practice coaching to guide the entire organization to enterprise agility. Agile methods are displacing traditional, process-heavy project management techniques, and are poised to migrate from software development to the rest of IT, and to the entire enterprise. Agile's rapid adoption proves a simple truth: agility works! Agile methods are here to stay, and will continue to expand within the organization. Enterprises are rapidly moving beyond agile development to agile IT, agile marketing, and agile strategic planning. Enterprises need agile coaches and consultants to guide them towards achieving the benefits of agility. What You'll Learn Instill effective agile practices across the enterprise Coach teams, managers, and executives in learning, adopting, and practicing lean and agile strategies Diagnose the roadblocks and obstacles most organizations encounter during the transition to agile Use recognized change-management techniques to guide the enterprise to agility while minimizing disruption and resistance Navigate the many challenges that can derail the transition to agility Demonstrate the critical mix of facilitation, interpersonal, and relationship skills to help organizations succeed with agile Guide the corporate culture toward agility from the top down and the bottom up Evolve from old school project management thinking to a lean, agile mindset Who This Book Is For Besides IT consultants, The Agile Consultant will also appeal to developer teams, internal IT staffers and their managers, and to executives leading the transition to agile development.

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.

Organizations invest immense amounts of time, resources, and attention in their software projects. But all too often, when it's time to transfer the finished project to new "owners," they settle for the most superficial classroom training, documentation, and code walkthroughs. These conventional approaches to knowledge transfer often fail, dramatically reducing the value of new systems in production. You can do much better - and Software Ownership Transfer will show you how. This is the first practical, hands-on guide to knowledge transfer in today's agile environments. Using a realistic, large-scale case study, ThoughtWorks expert Vinod Sankaranarayanan shows how to elevate knowledge transfer from "necessary evil" to an activity full of agility and innovation, and bring together multiple organizations and cultures to make ownership transfer work. Sankaranarayanan explains why mere documentation of error reports and processes isn't enough, and shows how to successfully craft a knowledge transfer program that's more substantive and effective. Along the way, he offers guidance on overcoming the commercial compromises and personal tensions often associated with transferring systems to new ownership; and on transforming mere "knowledge transfer" into something much better: "taking ownership."

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.

Information Systems Development: Reflections, Challenges and New Directions, is the collected proceedings of the 20th International Conference on Information Systems Development held in Edinburgh, Scotland, August 24 - 26, 2011. It follows in the tradition of previous conferences in the series in exploring the connections between industry, research and education. These proceedings represent ongoing reflections within the academic community on established information systems topics and emerging concepts, approaches and ideas. It is hoped that the papers herein contribute towards disseminating research and improving practice

Create Thriving, High-Performing Teams and Organizations with Scrumban Scrumban allows you to use Kanban as a catalyst for increasingly valuable changes to your existing software development processes, amplifying and expanding upon Scrum's benefits. Now, there's a definitive guide to Scrumban that explains what it is (and isn't), how and why it works, and how to use it to improve both team and organizational performance. Comprehensive, coherent, and practical, The Scrumban [R]Evolution will help you incrementally apply proven Lean/Agile principles to get what matters most: pragmatic, bottom-line results. Pioneering Scrumban coach Ajay Reddy clarifies Scrumban's core concepts and principles, and illuminates their application through real-life examples. He takes you from the absolute basics through sustainable adoption, and from choosing metrics to advanced forecasting and adaptive management. Whatever your role in the organization, this essential guide liberates you to tailor Kanban systems based on your unique challenges—and to solve delivery problems and improvement stagnation you haven't been able to solve with Scrum alone. Discover how Scrumban can help you reignite stalled Agile initiatives Clarify crucial relationships between purpose, values, and performance Quickly develop shared understanding in and across teams Use Scrumban to better manage Product Owner/Customer expectations Improve the rollout of Scrum in any team using Scrumban Use Scrumban and let real improvements spread with least resistance Use the right metrics to gain insight, track progress, and improve forecasting Take advantage of Scrumban's advanced capabilities as you gain experience Develop leaders to successfully guide your Agile initiatives Integrate modeling to reliably refine your forecasting and decision-making

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

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

There are no easy decisions in software architecture. Instead, there are many hard parts—difficult problems or issues with no best practices—that force you to choose among various compromises. With this book, you'll learn how to think critically about the trade-offs involved with distributed architectures. Architecture veterans and practicing consultants Neal Ford, Mark Richards, Pramod Sadalage, and Zhamak Dehghani discuss strategies for choosing an appropriate architecture. By interweaving a story about a fictional group of technology professionals—the Sysops Squad—they examine everything from how to determine service granularity, manage workflows and orchestration, manage and decouple contracts, and manage distributed transactions to how to optimize operational characteristics, such as scalability, elasticity, and performance. By focusing on commonly asked questions, this book provides techniques to help you discover and weigh the trade-offs as you confront the issues you face as an architect. Analyze trade-offs and effectively document your decisions Make better decisions regarding service granularity Understand the complexities of breaking apart monolithic applications Manage and decouple contracts between services Handle data in a highly distributed architecture Learn patterns to manage workflow and transactions when breaking apart applications

Enterprise Agility is practical framework for enhancing Agility and equipping your company with the tools to survive. Key Features Prepare your company to navigate the rapidly-moving business world Enhance Agility in every component of your organization Build a framework that meets the unique requirements of your enterprise Book Description The biggest challenge enterprises face today is dealing with fast-paced change in all spheres of business. Enterprise Agility shows how an enterprise can address this challenge head on and thrive in the dynamic environment. Avoiding the mechanistic construction of existing enterprises that focus on predictability and certainty, Enterprise Agility delivers practical advice for responding and adapting to the scale and accelerating pace of disruptive change in the business environment. Agility is a fundamental shift in thinking about how enterprises work to effectively deal with disruptive changes in the business environment. The core belief underlying agility is that enterprises are open and living systems. These living systems, also known as complex adaptive systems (CAS), are ideally suited to deal with change very effectively. Agility is to enterprises what health is to humans. There are some foundational principles that can be broadly applied, but the definition of healthy is very specific to each individual. Enterprise Agility takes a similar approach with regard to agility: it suggests foundational prac-

tices to improve the overall health of the body—culture, mindset, and leadership—and the health of its various organs: people, process, governance, structure, technology, and customers. The book also suggests a practical framework to create a plan to enhance agility. What you will learn Drive agility-oriented change across the enterprise Understand why agility matters (more than ever) to modern enterprises Adopt and influence an Agile mindset in your teams and in your organization Understand the concept of a CAS and how to model enterprise and leadership behaviors on CAS characteristics to enhance enterprise agility Understand and convey the differences between Agile and true enterprise agility Create an enterprise-specific action plan to enhance agility Become a champion for enterprise agility Recognize the advantages and challenges of distributed teams, and how Agile ways of working can remedy the rough spots Enable and motivate your IT partners to adopt Agile ways of working Who this book is for Enterprise Agility is a tool for anyone with the motivation to influence outcomes in an enterprise, who aspires to improve Agility. Readers from the following backgrounds will benefit: chief executive officer, chief information officer, people/human resource director, information technology director, head of change program, head of transformation, and Agile coach/consultant.

This book constitutes the refereed proceeding of the 23rd International Conference on Collaboration and Technology, CRIWG 2017, held in Saskatoon, Canada, in August 2017. The 14 full papers presented together with 5 work-in-progress papers were carefully reviewed and selected from 33 submissions. The papers focus on collaboration technology design, development, and evaluation. The background research is influenced by a number disciplines, such as computer science, management science, information systems, engineering, psychology, cognitive sciences, and social sciences

Project retrospectives help teams examine what went right and what went wrong on a project. But traditionally, retrospectives (also known as "post-mortems") are only held at the end of the project—too late to help. You need agile retrospectives that are iterative and incremental. You need to accurately find and fix problems to help the team today. Now Esther and Diana show you the tools, tricks and tips you need to fix the problems you face on a software development project on an on-going basis. You'll see how to architect retrospectives in general, how to design them specifically for your team and organization, how to run them effectively, how to make the needed changes and how to scale these techniques up. You'll learn how to deal with problems, and implement solutions effectively throughout the project—not just at the end. This book will help you: Design and run effective retrospectives Learn how to find and fix problems Find and reinforce team strengths Address people issues as well as technological Use tools and recipes proven in the real world With regular tune-ups, your team will hum like a precise, world-class orchestra.

This volume constitutes the refereed proceedings of the 18th International Conference on Software Process Improvement and Capability Determination, SPICE 2018, held in Tessaioniki, Greece, in October 2018. The 26 full papers presented were carefully reviewed and selected from 40 submissions. The papers are organized in the following topical sections: SPI systematic literature reviews; SPI and assessment; SPI methods and reference models; SPI education and management issues; SPI knowledge and change processes; SPI compliance and configuration; SPI and agile; industry short papers.