

User Stories Applied For Agile Software Development Addison Wesley Signature

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[Agile Testing](#) Lisa Crispin 2009 Get past the myths of testing in agile environments - and implement agile testing the RIGHT way. * * For everyone concerned with agile testing: developers, testers, managers, customers, and other stakeholders. * Covers every key issue: Values, practices, organizational and cultural challenges, collaboration, metrics, infrastructure, documentation, tools, and more. * By two of the world's most experienced agile testing practitioners and consultants. Software testing has always been crucial, but it may be even more crucial in agile environments that rely heavily on repeated iterations of software capable of passing tests. There are, however, many myths associated with testing in agile environments. This

book helps agile team members overcome those myths -- and implement testing that truly maximizes software quality and value. Long-time agile testers Lisa Crispin and Janet Gregory offer powerful insights for three large, diverse groups of readers: experienced testers who are new to agile; members of newly-created agile teams who aren't sure how to perform testing or work with testers; and test/QA managers whose development teams are implementing agile. Readers will learn specific agile testing practices and techniques that can mean the difference between success and failure; discover how to transition 'traditional' test teams to agile; and learn how to integrate testers smoothly into agile teams. Drawing on extensive experience, the authors illuminate topics ranging from culture to test planning to automated

tools. They cover every form of testing: business-facing tests, technology-facing tests, exploratory tests, context-driven and scenario tests, load, stability, and endurance tests, and more. Using this book's techniques, readers can improve the effectiveness and reduce the risks of any agile project or initiative.

Fifty Quick Ideas to Improve Your User Stories Gojko Adzic 2014-10-15 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.

Succeeding with Agile Mike Cohn 2010 Provides recommendations and case studies to help with the implementation of Scrum.

Implementation Patterns Kent Beck 2007-10-23 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.

Scaling Software Agility Dean Leffingwell 2007-02-26 “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.

User Stories Applied Mike Cohn 2004-03-01 Thoroughly reviewed and eagerly anticipated by the agile community, *User Stories Applied* offers a requirements process that saves time, eliminates rework, and leads directly to better software. The best way to build software that meets users' needs is to begin with "user stories": simple, clear, brief descriptions of functionality that will be valuable to real users. In *User Stories Applied*, Mike Cohn provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user story, and what makes a bad one. 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.

Agile Processes in Software Engineering and Extreme Programming Hubert Baumeister 2017-04-12 This book is open access under a CC BY license. The volume constitutes the proceedings of the 18th International Conference on Agile Software Development, XP 2017, held in Cologne, Germany, in May 2017. The 14 full and 6 short papers presented in this volume were carefully reviewed and selected from 46 submissions. They were organized in topical sections named: improving agile processes; agile in organization; and safety critical software. In addition, the volume contains 3 doctoral symposium papers (from 4 papers submitted).

Essential Scrum Kenneth S. Rubin 2012 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.

Lean Software Development Mary Poppendieck 2003-05-08 Lean Software Development: An Agile Toolkit Adapting agile practices to your development organization Uncovering and eradicating waste throughout the software development lifecycle Practical techniques for every development manager, project manager, and technical leader Lean software development: applying agile principles to your organization In Lean Software Development, Mary and Tom Poppendieck identify seven fundamental "lean" principles, adapt them for the world of software development, and show how they can serve as the foundation for agile development approaches that work. Along the

way, they introduce 22 "thinking tools" that can help you customize the right agile practices for any environment. Better, cheaper, faster software development. You can have all three—if you adopt the same lean principles that have already revolutionized manufacturing, logistics and product development. Iterating towards excellence: software development as an exercise in discovery Managing uncertainty: "decide as late as possible" by building change into the system. Compressing the value stream: rapid development, feedback, and improvement Empowering teams and individuals without compromising coordination Software with integrity: promoting coherence, usability, fitness, maintainability, and adaptability How to "see the whole"—even when your developers are scattered across multiple locations and contractors Simply put, Lean Software Development helps you refocus development on value, flow, and people—so you can achieve breakthrough quality, savings, speed, and business alignment.

The Rails Way Obie Fernandez 2007-11-16 The expert guide to building Ruby on Rails applications Ruby on Rails strips complexity from the development process, enabling professional developers to focus on what matters most: delivering business value. Now, for the first time, there's a comprehensive, authoritative guide to building production-quality software with Rails. Pioneering Rails developer Obie Fernandez and a team of experts illuminate the entire Rails API, along with the Ruby idioms, design approaches, libraries, and plug-ins that make Rails so valuable. Drawing on their unsurpassed experience, they address the real challenges development teams face, showing how to use Rails' tools and best practices to maximize productivity and build polished applications users will enjoy. Using detailed code examples, Obie systematically covers Rails' key capabilities and subsystems. He presents advanced programming techniques, introduces open source libraries that facilitate easy Rails adoption, and offers important insights into testing and production deployment. Dive deep into the Rails codebase

together, discovering why Rails behaves as it does— and how to make it behave the way you want it to. This book will help you Increase your productivity as a web developer Realize the overall joy of programming with Ruby on Rails Learn what's new in Rails 2.0 Drive design and protect long-term maintainability with TestUnit and RSpec Understand and manage complex program flow in Rails controllers Leverage Rails' support for designing REST-compliant APIs Master sophisticated Rails routing concepts and techniques Examine and troubleshoot Rails routing Make the most of ActiveRecord object-relational mapping Utilize Ajax within your Rails applications Incorporate logins and authentication into your application Extend Rails with the best third-party plug-ins and write your own Integrate email services into your applications with ActionMailer Choose the right Rails production configurations Streamline deployment with Capistrano

User Stories Applied Mike Cohn 2004 "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.

Continuous Integration Paul M. Duvall 2007-06-29 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, provides updates and code examples.

The Art of Agile Development James Shore 2008-01-21 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.

Leading Lean Software Development Mary Poppendieck 2009-10-21 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 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.

ATDD by Example Markus Gärtner 2012 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. *Extreme Programming Explained* Kent Beck 2004 The first edition of "Extreme Programming Explained" is a classic. It won awards for its then-radical ideas for improving small-team development, such as having developers write automated tests for their own code and having the whole team plan weekly. Much has changed in five years. This completely rewritten second edition expands the scope of XP to teams of any size by suggesting a program of continuous improvement based on: five core values consistent with excellence in software development; eleven principles for putting those values into action; and, thirteen primary and eleven corollary

practices to help you push development past its current business and technical limitations. Whether you have a small team that is already closely aligned with your customers or a large team in a gigantic or multinational organization, you will find in these pages a wealth of ideas to challenge, inspire, and encourage you and your team members to substantially improve your software development.

Agile and Iterative Development Craig Larman 2004 This is the definitive guide for managers and students to agile and iterative development methods: what they are, how they work, how to implement them, and why they should.

Lean-Agile Software Development Alan Shalloway 2009-10-22 Agile techniques have demonstrated immense potential for developing more effective, higher-quality software. However, scaling these techniques to the enterprise presents many challenges. The solution is to integrate the principles and practices of Lean Software Development with Agile's ideology and methods. By doing so, software organizations leverage Lean's powerful capabilities for "optimizing the whole" and managing complex enterprise projects. A combined "Lean-Agile" approach can dramatically improve both developer productivity and the software's business value. In this book, three expert Lean software consultants draw from their unparalleled experience to gather all the insights, knowledge, and new skills you need to succeed with Lean-Agile development. *Lean-Agile Software Development* shows how to extend Scrum processes with an Enterprise view based on Lean principles. The authors present crucial technical insight into emergent design, and demonstrate how to apply it to make iterative development more effective. They also identify several common development "anti-patterns" that can work against your goals, and they offer actionable, proven alternatives. *Lean-Agile Software Development* shows how to Transition to Lean Software Development quickly and successfully Manage the initiation of product

enhancements Help project managers work together to manage product portfolios more effectively Manage dependencies across the software development organization and with its partners and colleagues Integrate development and QA roles to improve quality and eliminate waste Determine best practices for different software development teams The book's companion Web site, www.netobjectives.com/lasd, provides updates, links to related materials, and support for discussions of the book's content.

Agile Estimating and Planning Mike Cohn 2005-11-01 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.

Agile Project Management with Scrum Ken Schwaber 2004-02-11 The rules and practices for Scrum—a simple process for managing complex projects—are few, straightforward, and easy to learn. But Scrum’s simplicity itself—its lack of prescription—can be disarming, and new practitioners often find themselves reverting to old project management habits and tools and yielding lesser results. In this illuminating series of case studies, Scrum co-creator and evangelist Ken Schwaber identifies the real-world lessons—the successes and failures—culled from his years of experience coaching companies in agile project management. Through them, you’ll understand how to use Scrum to solve complex problems and drive better results—delivering more valuable software faster. Gain the foundation in Scrum theory—and practice—you need to: Rein in even the most complex, unwieldy projects Effectively manage unknown or changing product requirements Simplify the chain of command with self-managing development teams Receive clearer specifications—and feedback—from customers Greatly reduce project planning time and required tools Build—and release—products in 30-day cycles so clients get deliverables earlier Avoid missteps by regularly inspecting, reporting on, and fine-tuning projects Support multiple teams working on a large-scale project from many geographic locations Maximize return on investment!

Agile Software Development Quality Assurance Stamelos, Ioannis G. 2007-02-28 "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.

The Professional Product Owner Don McGreal 2018-06-04 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.

User Stories Applied Andrew Brien 2018-05-10 The best way to build great software that really meets your customers' needs is with User Stories. This book will help you write better stories, even if you've never written one before. This is a book for anyone working in an Agile, iterative project environment, where User Stories are the core requirement document. This book will help you understand the Agile framework and the key steps you'll be taking. The book is grouped into six major parts: - Understanding Agile, what you need to have ready to write good User Stories, User Story Writing, high-level User Story workshops and tools. Now normally when you buy a how-to book, you really like the diagrams and tools in the book, and you'd love to have electronic copies. Well, all 24 diagrams and images along with the 10 tools are available as a free download. At last, you can use them in your presentations and documents.

Advanced Information Systems Engineering Matthias Jarke 2014-06-05 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 models; data mining and streaming; process mining; models; mining event logs; databases; software engineering.

Lean Enterprise Software and Systems Pekka Abrahamsson 2010-10-08 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.

User Stories Applied Mike Cohn 1900 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: 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.

Refactoring HTML Elliotte Rusty Harold 2012-03-16 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. *Writing Effective Use Cases* Alistair Cockburn 2001 This guide will help readers learn how to employ the significant power of use cases to their software development efforts. It provides a practical methodology, presenting key use case concepts.

Human-Computer Interaction. Interaction Design and Usability Julie A. Jacko 2007-08-28 Here is the first of a four-volume set that constitutes the refereed proceedings of the 12th International Conference on Human-Computer Interaction, HCII 2007, held in Beijing, China, jointly with eight other thematically similar conferences. It covers interaction design: theoretical issues, methods, techniques and practice; usability and evaluation methods and tools; understanding users and contexts of use; and models and patterns in HCI.

Implementing Lean Software Development Mary Poppendieck 2007 "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 Product Management with Scrum Roman Pichler 2010-03-11 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. **Agile Software Development** Alistair Cockburn 2006-10-19 "Agile Software Development is a highly stimulating and rich book. The author has a deep background and gives us a tour de force of the emerging agile methods." --Tom Gilb The agile model of software development has taken the world by storm. Now, in *Agile Software Development, Second Edition*, one of agile's leading pioneers updates his Jolt Productivity award-winning book to reflect

all that's been learned about agile development since its original introduction. Alistair Cockburn begins by updating his powerful model of software development as a "cooperative game of invention and communication." Among the new ideas he introduces: harnessing competition without damaging collaboration; learning lessons from lean manufacturing; and balancing strategies for communication. Cockburn also explains how the cooperative game is played in business and on engineering projects, not just software development. Next, he systematically illuminates the agile model, shows how it has evolved, and answers the questions developers and project managers ask most often, including · Where does agile development fit in our organization? · How do we blend agile ideas with other ideas? · How do we extend agile ideas more broadly? Cockburn takes on crucial misconceptions that cause agile projects to fail. For example, you'll learn why encoding project management strategies into fixed processes can lead to ineffective strategy decisions and costly mistakes. You'll also find a thoughtful discussion of the controversial relationship between agile methods and user experience design. Cockburn turns to the practical challenges of constructing agile methodologies for your own teams. You'll learn how to tune and continuously reinvent your methodologies, and how to manage incomplete communication. This edition contains important new contributions on these and other topics: · Agile and CMMI · Introducing agile from the top down · Revisiting "custom contracts" · Creating change with "stickers" In addition, Cockburn updates his discussion of the Crystal methodologies, which utilize his "cooperative game" as their central metaphor. If you're new to agile development, this book will help you succeed the first time out. If you've used agile methods before, Cockburn's techniques will make you even more effective.

Agile Processes in Software Engineering and Extreme Programming Viktoria Stray 2020-01-01 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.

Getting and Writing IT Requirements in a Lean and Agile World Thomas and Angela Hathaway 2019-07-15 WHAT IS THIS BOOK ABOUT?

Communicate Business Needs in an Agile (e.g. Scrum) or Lean (e.g. Kanban) Environment Problem solvers are in demand in every organization, large and small, from a Mom and Pop shop to the federal government. Increase your confidence and your value to organizations by improving your ability to analyze, extract, express, and discuss business needs in formats supported by Agile, Lean, and DevOps. The single largest challenge facing organizations around the world is how to leverage their Information Technology to gain competitive advantage. This is not about how to program the devices; it is figuring out what the devices should do. The skills needed to identify and define the best IT solutions are invaluable for every role in the organization. These skills can propel you from the mail room to the boardroom by making your organization more effective and more profitable. Whether you: - are tasked with defining business needs for a product or existing software, - need

to prove that a digital solution works, - want to expand your User Story and requirements discovery toolkit, or - are interested in becoming a Business Analyst, this book presents invaluable ideas that you can steal. The future looks bright for those who embrace Lean concepts and are prepared to engage with the business community to ensure the success of Agile initiatives.

WHAT YOU WILL LEARN Learn Step by Step When and How to Define Lean / Agile Requirements Agile, Lean, DevOps, and Continuous Delivery do not change the need for good business analysis. In this book, you will learn how the new software development philosophies influence the discovery, expression, and analysis of business needs. We will cover User Stories, Features, and Quality Requirements (a.k.a. Non-functional Requirements – NFR). User Story Splitting and Feature Drill-down transform business needs into technology solutions. Acceptance Tests (Scenarios, Scenario Outlines, and Examples) have become a critical part of many Lean development approaches. To support this new testing paradigm, you will also learn how to identify and optimize Scenarios, Scenario Outlines, and Examples in GIVEN-WHEN-THEN format (Gherkin) that are the bases for Acceptance Test Driven Development (ATDD) and Behavior Driven Development (BDD). This book presents concrete approaches that take you from day one of a change initiative to the ongoing acceptance testing in a continuous delivery environment. The authors introduce novel and innovative ideas that augment tried-and-true techniques for: - discovering and capturing what your stakeholders need, - writing and refining the needs as the work progresses, and - developing scenarios to verify that the software does what it should. Approaches that proved their value in conventional settings have been redefined to ferret out and eliminate waste (a pillar of the Lean philosophy). Those approaches are fine-tuned and perfected to support the Lean and Agile movement that defines current software development. In addition, the book is chock-full of examples and exercises that allow you to confirm your understanding of the

presented ideas. **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 IT solutions they need to do

their jobs better. More importantly, they are more enthusiastically in love with each other than ever before!

Refactoring Databases Scott W. Ambler 2006-03-03 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.

Agile Project Management Jim Highsmith 2009-07-10 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

User Story Mapping Jeff Patton 2014-09-05 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

Agile Software Requirements Dean Leffingwell 2010-12-27 "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.

Agile and Business Analysis Lynda Girvan 2017 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.

Writing Effective User Stories Thomas and Angela Hathaway 2013-07-29 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-

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