Agile Metrics What You Need To Want To And Can Measure

Eventually, you will no question discover a further experience and feat by spending more cash. nevertheless when? realize you believe that you require to acquire those all needs next having significantly cash? Why dont you attempt to acquire something basic in the beginning? Thats something that will lead you to comprehend even more almost the globe, experience, some places, behind history, amusement, and a lot more?

It is your enormously own times to action reviewing habit. along with guides you could enjoy now is **Agile Metrics What You Need To Want To And Can Measure** below.

The DNA of Strategy Execution - Jack Duggal 2018-02-19
THE DNA OF STRATEGY EXECUTION "In a world where there are more questions than answers every leader will need to learn to dance to a different beat. In this insightful book, Jack Duggal has cracked the DNA of Strategy Execution. Ignore these insights at your own peril." — Dr. Tony O'Driscoll Global Head, DukeCE Labs, Duke Corporate Education Fuqua School of Business, Duke University DECODE THE DNA OF MANAGEMENT AND STRATEGY EXECUTION IN AN INCREASINGLY TURBULENT WORLD Just as DNA contains the genetic instructions used in the development and functioning of all living organisms, what if we could decode the elements of management and strategy execution? This insightful book offers new perspectives on age-old management challenges and illuminates better ways to organize and manage in an increasingly DANCE-world (Dynamic. Ambiguous. Non-Linear. Complex. Emergent). It puts the management DNA under the microscope, and shows how to develop, build and transform organizational project management and PMO capabilities essential for effective strategy execution. It provides a framework to measure what matters with a step-by-step approach to define and measure success and business value. The DNA of Strategy Execution: Next Generation Project Management and PMO provides innovative insights for organizational project management and PMO. Based on application and learnings from many organizations around the world, this book reveals a playbook for strategy execution that will help you: Decode the core elements of management and strategy execution DNA Design and build next-generation Project/Program Management and PMO platform essential for effective strategy execution Prepare your organization to effectively lead and implement agile transformation and organizational change Improve organizational project management (OPM) and PMO maturity Improve overall organizational effectiveness and innovation capabilities Whether you are a part of a startup, or an established incumbent organization, the impact of digitization and disruption requires a rethink and reset of how we organize and manage. This book presents a playbook for effective strategy execution with next-generation Project, Program and PMO capabilities.

Refactoring to Agility (Digital Shortcut) - Carol A. Wellington 2006-07-20
This is the eBook version of the printed book. A Practical Framework for Gaining Agility's Benefits Without the Risk Agile methodologies, such as XP, Scrum, Crystal, and Lean Software Development enable development organizations to deliver higher-quality software far more rapidly. However, for the "non-agile" development organization, transitioning to agility is an enormous leap, requiring radically new skills and presenting profound risks. In this book, leading agile practitioner Carol A. Wellington introduces the first systematic, three-phase process for moving smoothly to agility. Just as developers have learned to refactor code to improve performance and maintainability, Wellington shows how to refactor processes to improve agility. Using Wellington's framework, you can gradually move toward agility, while maintaining full control and avoiding disruption. You'll lay a solid foundation for agility, and then refactor more and more of your processes, systematically introducing agility wherever it delivers compelling value. You can retain current processes that work, and implement the best agile methods for your organization, regardless of their source. This practical approach can help you build organizational confidence in agility, drive measurable benefits, and minimize risk every step of the way. Coverage includes · Phase 1: Time-boxed iterations that deliver customer-visible functionality–not just components · Phase 2: A lightweight measurement process to detect problems and evaluate changes withoutwasting too much time gathering and analyzing data · Phase 3: Identifying your worst process "smells," uncovering their true underlying causes, and fixing them ·

Incrementally bringing agility to planning, estimation, analysis, design, development, and process management · Eliminating tasks and processes that don't add value · Overcoming pitfalls and hidden interconnections that complicate your agile transition · Learning to lead the transition to agility, gaining buy-in from team members, customers, and executives Whatever your role, organization, or current methodology, Refactoring to Agility can help you reap powerful value from agile methods–without the risks. Dr. Carol A. Wellington is a professor of computer science and the department chair at Shippensburg University of Pennsylvania. Prior to this position, she was a leader in large software development organizations, building operating systems and real-time embedded applications. Dr. Wellington currently uses this combination of academic and industrial experience as a consultant to help companies question their assumptions about development processes to improve their agility and product quality.

Write a Conference Proposal the Conference Wants and Accepts - Johanna Rothman 2022-06-30
Do you dream of speaking at a conference? You want to share your successes—and maybe your failures. Conference committees accept proposals they understand. Those same committees reject confusing proposals. You can write a clear proposal. Use the tips in this book to: · Start with the real outcomes. Not a promise for an outcome, but what people will learn. · Create a compelling one-paragraph abstract. · Choose a title that invites the reader into your session. · Connect to your readers with your bio. Increase your chances with the program committee. Craft a proposal the conference committee can understand and accept.

Agile Project Management using Team Foundation Server 2015 - Joachim Rossberg 2016-05-06
This book will help you get started with agile project management using Microsoft's latest releases of its market-leading Team Foundation Server (TFS) 2015, and Visual Studio Team Services (VSTS). The book demonstrates agile concepts and how to implement them using TFS/VSTS. Many organizations are using agile practices today. Agility has become a key enabler for running better projects with more successful end results and high quality output. At the same time, adoption of TFS/VSTS has increased dramatically, from being just a new version control system in the very beginning to becoming the fully-featured market leader it is today. In order to benefit the most from agile practices you need an Application Lifecycle Management (ALM) toolset that supports your way of working. With TFS/VSTS, Microsoft has provided a powerful tool that is very customizable. This book shows you how you can use TFS/VSTS to implement many agile practices and how they fit into a well-thought-out ALM implementation. The book also shows how an agile product owner can work with TFS/VSTS to setup an agile project from scratch and how to continue using TFS/VSTS throughout the whole project to track progress, create and refine the backlog, and work with Kanban and Scrum Task boards. Keeping track of progress is important in any project. TFS/VSO includes many tools which will help you to track key metrics in an agile project. Many useful reports are available out of the box, and the TFS extensibility offers several ways to further customize reporting to fit your needs. What You Will Learn: Agile Concepts and Processes How TFS/VSO supports agile processes end to end How you can customize TFS/VSO to better support your processes How to set up an agile project from scratch and manage it over its lifecycle

Agile Machine Learning with DataRobot - Bipin Chadha 2021-12-24
Leverage DataRobot's enterprise AI platform and automated decision intelligence to extract business value from data Key FeaturesGet well-versed with DataRobot features using real-world examplesUse this all-in-one platform to build, monitor, and deploy ML models for handling the entire production life cycleMake use

of advanced DataRobot capabilities to programmatically build and deploy a large number of ML modelsBook Description DataRobot enables data science teams to become more efficient and productive. This book helps you to address machine learning (ML) challenges with DataRobot's enterprise platform, enabling you to extract business value from data and rapidly create commercial impact for your organization. You'll begin by learning how to use DataRobot's features to perform data prep and cleansing tasks automatically. The book then covers best practices for building and deploying ML models, along with challenges faced while scaling them to handle complex business problems. Moving on, you'll perform exploratory data analysis (EDA) tasks to prepare your data to build ML models and ways to interpret results. You'll also discover how to analyze the model's predictions and turn them into actionable insights for business users. Next, you'll create model documentation for internal as well as compliance purposes and learn how the model gets deployed as an API. In addition, you'll find out how to operationalize and monitor the model's performance. Finally, you'll work with examples on time series forecasting, NLP, image processing, MLOps, and more using advanced DataRobot capabilities. By the end of this book, you'll have learned to use DataRobot's AutoML and MLOps features to scale ML model building by avoiding repetitive tasks and common errors. What you will learnUnderstand and solve business problems using DataRobotUse DataRobot to prepare your data and perform various data analysis tasks to start building modelsDevelop robust ML models and assess their results correctly before deploymentExplore various DataRobot functions and outputs to help you understand the models and select the one that best solves the business problemAnalyze a model's predictions and turn them into actionable insights for business usersUnderstand how DataRobot helps in governing, deploying, and maintaining ML modelsWho this book is for This book is for data scientists, data analysts, and data enthusiasts looking for a practical guide to building and deploying robust machine learning models using DataRobot. Experienced data scientists will also find this book helpful for rapidly exploring, building, and deploying a broader range of models. The book assumes a basic understanding of machine learning.

Agile Analytics For Startups - Mert Damlapinar 2022-10-04
While you work hard building your startup, one of the biggest challenges you'll face will be around your product's ability to solve a big enough problem and its success in the market. Agile Analytics for Startups will help you navigate the complexity of early-stage business analytics, performance measurement, and the metrics that matter to your company. You can use the proven frameworks in this book to validate your product idea and the product/market fit, and understand your customers more granularly while you scale your business for automation. You can test and use many tools and solutions provided in the book and interact with different features of those solutions as you engage with other users of those products. This book will provide you with a step-by-step framework, examples and powerful solutions, from ideation to growth and all the way to scaling your business as you build your company with the power of analytics. - Agility is your advantage over large companies - Understand business analytics essentials and define how you will measure the success of your business early - Once you define your solution for "the problem" you tackle, validate your customer - Keep a short list of KPIs for the success of your product - Engage your customers throughout the development cycle - Product/market fit should happen before you go to market big - Keep testing your product, reiterate continuously - Know when to pivot as you modify and optimize your roadmap - Be ready to speed up and maximize your output before the significant funding milestone(s)

Software Development Metrics - David Nicolette 2015-07-16
Summary Software Development Metrics is a handbook for anyone who needs to track and guide software development and delivery at the team level, such as project managers and team leads. New development practices, including "agile" methodologies like Scrum, have redefined which measurements are most meaningful and under what conditions you can benefit from them. This practical book identifies key characteristics of organizational structure, process models, and development methods so that you can select the appropriate metrics for your team. It describes the uses, mechanics, and common abuses of a number of metrics that are useful for steering and for monitoring process improvement. The insights and techniques in this book are based entirely on field experience. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. About the Book When driving a car, you are less likely to speed, run out of gas, or suffer engine failure because of the measurements the car

reports to you about its condition. Development teams, too, are less likely to fail if they are measuring the parameters that matter to the success of their projects. This book shows you how. Software Development Metrics teaches you how to gather, analyze, and effectively use the metrics that define your organizational structure, process models, and development methods. The insights and examples in this book are based entirely on field experience. You'll learn practical techniques like building tools to track key metrics and developing data-based early warning systems. Along the way, you'll learn which metrics align with different development practices, including traditional and adaptive methods. No formal experience with developing or applying metrics is assumed. What's Inside Identify the most valuable metrics for your team and process Differentiate "improvement" from "change" Learn to interpret and apply the data you gather Common pitfalls and anti-patterns About the Author Dave Nicolette is an organizational transformation consultant, team coach, and trainer. Dave is active in the agile and lean software communities. Table of Contents Making metrics useful Metrics for steering Metrics for improvement Putting the metrics to work Planning predictability Reporting outward and upward

Actionable Agile Metrics for Predictability - Daniel S. Vacanti 2015-03-04
"When will it be done?" That is probably the first question your customers ask you once you start working on something for them. Think about how many times you have been asked that question. How many times have you ever actually been right? We can debate all we want whether this is a fair question to ask given the tremendous amount of uncertainty in knowledge work, but the truth of the matter is that our customers are going to inquire about completion time whether we like it or not. Which means we need to come up with an accurate way to answer them. The problem is that the forecasting tools that we currently utilize have made us ill-equipped to provide accurate answers to reasonable customer questions. Until now. Topics Include Why managing for flow is the best strategy for predictability-including an introduction to Little's Law and its implications for flow. A definition of the basic metrics of flow and how to properly visualize those metrics in analytics like Cumulative Flow Diagrams and Scatterplots. Why your process policies are the potentially the biggest reason that you are unpredictable.

BE Agile - Terry Haayema 2022-05-06
No matter where you are in your knowledge of "agile" this book is for you. If you're new to agile, you will love this book. You'll learn what agile is and ways you can apply it to how you think and how you work. You'll find this book crammed full of new approaches to dealing with complex situations that will bring joy to your life. Being new to agile many of the concepts and models presented here will be new to you and may sound a little strange, some of them can be counter intuitive. If you feel a gut-level response that a concept is simply wrong and could never work for you, then it might just be the concept you need the most. That said, my suggestion would be to start with the concepts that feel the most valuable and easily adopted, they will get you started and help you to build confidence in your ability to adopt agility. If you've heard about agile but are unsure what it means to you, you will love this book. You'll find new levels of understanding for all the tools and techniques you're already familiar with and hopefully a few new ones as well that will add new strings to your bow. I hope reading this book brings joy to your life. Maybe you're a people leader or a project manager and you're hearing that there are no managers and no projects in agile. You might be concerned about your future and worried that your role will no longer exist when your company adopts agile. Rest assured, leadership is still required, and project management skills are still valuable in agile organisations, you just apply them differently. The best thing you can do is to learn as much as you an about agile approaches, tools and techniques. If you're experienced with agile you will love this book. You'll find that the experiences shared and the ways the tools and techniques are explained brings new levels of nuance that you can use to uplift your agile practice, so it brings even more joy to your life. As an experienced agile practitioner, most of the concepts and models will be familiar, I hope I am able to expose a new dimension for at least some of them that helps you to enhance your practice by seeing them differently through another view of their underlying intent.

Being Agile - Mario E. Moreira 2013-11-19
Being Agile is your roadmap to successfully transforming your organization to an Agile culture. Veteran agile coach Mario Moreira teaches new adopters how to implement a robust Agile framework to derive from it the maximum business benefit in terms of customer value, revenue, and employee engagement.

Agile is a ubiquitous watchword in the corporate world, but only a minority of companies understand and practice what they pay lip service to. Too many content themselves with half-baked approximations such as Fragile (fragile Agile), ScrumBut (Scrum but not the practices), and Scrum Fall (mini-waterfalls in the sprints). Moreira shows maturing early adopters how to bridge the chasm between going through the motions of doing Agile and genuinely being Agile. After a high-level synopsis of Agile's values and principles, methodologies (including Scrum, Kanban, DSDM, Leam, VFQ, and XP), and roles, Moreira plunges into the nitty-gritty of how to apply the ready, implement, coach, and hone (RICH) deployment model to all phases of a project in such a way as to embody and inculcate agile values and principles at the team level and promote agile transformation across your organization's culture.

Corporate Agility - Michael Wong 2020-09-10
Integrate Agile methodology into your business with this stunning guide to the latest management techniques Corporate Agility is the must-have guide on adopting Agile methodology for businesses of all shapes and sizes. This visually stunning book delivers six key lessons that you must learn in order to effectively join the Agile world. You'll learn the ins and outs of the traditional approach, helping you answer the questions "Why Agile?" and "Why now?" You'll also discover new, more efficient Agile strategies that will help you lead your enterprise to increased collaboration, more flexibility, and better business results. Based on the latest practice and research, and drawing on years of experience at the author's own leading consultancy, Corporate Agility features a beautiful 4-color design that helps you visualize powerful strategic ideas, so you can understand and implement them right away. Unlike other books on the market, this title helps you reinterpret key Agile management concepts in a way that will work for your specific needs. Gain a clear understanding of traditional Agile methodology, the history of Agile, and the benefits to organizations of all shapes and sizes Discover cutting-edge Agile strategies that push Agile thinking forward and increase performance efficiency Learn the 6 "Agilessons" that underpin all successful Agile transformations Follow real-world case studies from leading businesses that have successfully made the leap into Agile operations Organizational leaders will love this digestible, forward-thinking guide written by one of America's fastest rising strategic execution gurus.

The Agile Culture - Pollyanna Pixton 2014-02-20
Build Agile Cultures That Unleash Passion, Innovation, and Performance What do you want? Delighted customers. How do you get them? By rapidly delivering innovative, exciting products and services your customers will love to use. How do you do this? By uniting talented people around shared ideas and purpose, trusting them, helping them take ownership, and getting out of their way. It sounds easy—but you know it isn't. To make it happen, you must create an agile culture: one that's open to change and can respond quickly to whatever your customers need and desire. The Agile Culture gives you proven models, pragmatic tools, and handy worksheets for doing just that. Building on their experience helping hundreds of companies, three world-class experts help you align and unleash the talents of everyone in your organization. Step by step, you'll learn how to move toward a culture of trust, in which everyone knows, owns, and improves the results. You'll learn practical ways to refocus on differentiators and value, resurrect energy and innovation, deal more honestly with ambiguity and risk, and overcome resistance, no matter where it comes from. This text will help you go beyond buzzwords to transform the way you deliver software—so you can delight customers, colleagues, and executives. Coverage includes • Creating cultures of trust and ownership, in which individuals, teams, and organizations can do amazing things • Assessing where you stand, so you can move toward higher levels of performance, innovation, and motivation • Leading as an enabler, not a controller • Rebuilding trust where it's been lost—or building it where it never existed • Clarifying quickly the design goals of any project, product, or process • Using iteration to reduce risk and make commitments you can keep • Managing uncooperative people (and processes) • Selecting metrics that focus on business value, foster trust, and don't compromise ownership

Beginning Application Lifecycle Management - Joachim Rossberg 2014-09-22
Beginning Application Lifecycle Management is a guide to an area of rapidly growing interest within the development community: managing the entire cycle of building software. ALM is an area that spans everything from requirements specifications to retirement of an IT-system or application. Because its techniques allow you to deal with the process of developing applications across many areas of responsibility and across many different disciplines, the benefits and effects of ALM techniques used on your project can be wide-ranging and pronounced. In this book, author Joachim Rossberg will show you what ALM is and why it matters. He will also show you how you can assess your current situation and how you can use this assessment to create the road ahead for improving or implementing your own ALM process across all of your team's development efforts. Beginning Application Lifecycle Management can be implemented on any platform. This book will use Microsoft Team Foundation Server as a foundation in many examples, but the key elements are platform independent and you'll find the book written in a platform agnostic way. In this book, you'll learn: What application lifecycle management is and why it matters. The steps necessary for implementing an ALM process. Tips and techniques you can use to gain control of your development efforts. How to implement an agile framework into your ALM process How to achieve traceability and visibility in your projects How to automate your ALM process

The Agile Virtual Enterprise - H. T. Goranson 1999
Introduces the emerging concept of the agile virtual organization and provides a metric to help executives assess organizations by its many important criteria.

Agile Portfolio Management - Jochen Krebs 2008-07-16
Agile development processes foster better collaboration, innovation, and results. So why limit their use to software projects—when you can transform your entire business? Written by agile-mentoring expert Jochen Krebs, this book illuminates the opportunities—and rewards—of applying agile processes to your overall IT portfolio. Whether project manager, business analyst, or executive—you'll understand the business drivers behind agile portfolio management. And learn best practices for optimizing results. Use agile processes to align IT and business strategy Adapt and extend core agile processes Orchestrate the collaboration between IT and business vision Eliminate wish-list driven requirements, and manage expectations instead Optimize the balance of projects, resources, and assets in your portfolio Use metrics to communicate project status, quality, even team morale Create a portfolio strategy consistent with the goals of the organization Achieve organizational and process transparency Manage your business with agility—and help maximize the returns!

Agile Swift - Godfrey Nolan 2016-12-22
Make your Swift apps agile and sound with this short step by step guide. You'll learn about unit testing, mocking and continuous integration and how to get these key ingredients running in your Swift projects. This book also looks at how to write your Swift apps using test driven development (TDD). Agile practices have made major inroads in iOS development, however it's very unusual to see something as basic as unit testing on a Swift application. Done correctly, Agile development results in a significant increase in development efficiency and a reduction in the number of defects. Apple has released unit testing and code coverage frameworks for Swift development in XCode. Up until now getting unit testing up and running in Swift was not for the faint-hearted. Thankfully now, there is no excuse other than a lack of information on where to get started. iOS developers are faced with their own set of problems such as tightly coupled code, fragmentation, immature testing tools all of which can be solved using existing Agile tools and techniques. Swift Programming Using Agile Tools and Techniques is your solution to handling these tasks. What You Will Learn Write unit tests in Swift Write an application using test driven development Examine GUI testing, refactoring, and mocking frameworks Set up and configure a continuous integration server Measure code coverage Who This Book Is For Swift developers and would be mobile app testers will benefit from the guidance in this book.

Modern Business Management - Doug Dockery 2017-11-30
Transform your entire organization, not just a part of it. Take a modern look now that the world is focusing on business agility rather than thinking about team-level or even scaled Agile. Many people and businesses believe that "doing Agile" will solve all their business and organizational problems. The truth is that "doing Agile", especially team-level agility, is not the same as being an agile organization. Authors Doug Dockery and Laureen Knudsen share their years of experience in transforming corporations and organizations to successfully compete and win in today's fast-paced markets. Using proven techniques and stories of actual experiences in a multitude of organizations, Doug and Laureen relate what it takes to successfully transform your organization, as well as how to tell if your transformation is working. Modern Business

Management details what you need to know to transform your business to deliver value and thrive. Coverage includes: What Agile means to an executive and the benefits you should be seeing The top failure modes and why so many transformations fail A framework for success, including an operational framework and a transformation framework How big data internal to a company is needed to successfully run a world-wide corporation today The definition of a modern business and what it looks like What You'll learn Understand why businesses are not getting the benefits out of their current Agile transformation Follow the process that organizations need to go through to succeed See how C-level executives can benefit from Agile practices Know how to succeed where others are failing Discover how to keep up with a constantly disrupted and ever-changing market Who This Book Is For Management and executives in corporations from the director level to the C-level

Dynamic Reteaming - Heidi Helfand 2020-06-12
Your team will change whether you like it or not. People will come and go. Your company might double in size or even be acquired. In this practical book, author Heidi Helfand shares techniques for reteaming effectively. Engineering leaders will learn how to catalyze team change to reduce the risk of attrition, learning and career stagnation, and the development of knowledge silos. Based on research into well-known software companies, the patterns in this book help CTOs and team managers effectively integrate new hires into an existing team, manage a team that has lost members, or deal with unexpected change. You'll learn how to isolate teams for focused innovation, rotate team members for knowledge sharing, break through organizational apathy, and more. You'll explore: Real-world examples that demonstrate why and how organizations reteam Five reteaming patterns: One by One, Grow and Split, Isolation, Merging, and Switching Tactics to help you master dynamic reteaming in your company Stories that demonstrate problems caused by reteaming anti-patterns

Codermetrics - Jonathan Alexander 2011-08-02
How can you help your software team improve? This concise book introduces codermetrics, a clear and objective way to identify, analyze, and discuss the successes and failures of software engineers—not as part of a performance review, but as a way to make the team a more cohesive and productive unit. Experienced team builder Jonathan Alexander explains how codermetrics helps teams understand exactly what occurred during a project, and enables each coder to focus on specific improvements. Alexander presents a variety of simple and complex codermetrics, and teaches you how to create your own. Learn how codermetrics changes long-held assumptions and improves team dynamics Get recommendations for integrating codermetrics into existing processes Ask the right questions to determine the type of data you need to collect Use metrics to measure individual coder skills and a team's effectiveness over time Identify the contributions each coder makes to the team Analyze the response to your software and its features—and verify that you're meeting team and organizational goals Build better teams, using codermetrics to make personnel adjustments and additions

Extreme Programming and Agile Processes in Software Engineering - Michele Marchesi 2003-08-03
This book contains most of the papers presented at the 4th International C- ference on Extreme Programming and Agile Processes in Software Engineering (XP 2003), held in Genoa, Italy, May 2003. The XP 200n series of conferences were started in 2000 to promote the - change of new ideas, research and applications in the emerging ?eld of agile methodologies for software development. Over the years, the conference has - come the main world forum for all major advances in this important ?eld. Also this year the contributions to Agile Methodologies and Extreme P- gramming were substantial. They demonstrate that the topic is continuing to gain more and more momentum. In spite of some criticism of agile meth- ologies, everyone agrees that they address some unresolved needs of software practitioners. People still do not know how to develop software on time, with the desired features, and within the given budget! This volume is divided into several thematic sections, easing reader's na- gation through the content. Full papers are presented ?rst, followed by research reports, papers from the Educational Symposium, and papers from the Ph.D. Symposium. The presentations given during three panel sessions held at the conference conclude the book. The section on Managing Agile Processes includes contributions highlighting the sometimes di?cult relationship between agile methodologies and mana- ment, and includes approaches and suggestions that should facilitate the acc- tance of agile methodologies at the di?erent levels of management.

Unlocking Agile's Missed Potential - Robert Webber 2022-08-02
UNLOCKING AGILE'S MISSED POTENTIAL Agile has not delivered on its promises. The business side expected faster time to market, but they still experience the long delays of bloated releases. Engineers thought they would be given time to build the product right the first time, but they are rushed under pressure to deliver new features within impossible schedules. What went wrong? The culprit is feature-based waterfall release planning perpetuated in a vain attempt to achieve business predictability. Agile didn't address the business need for multi-year financial predictability. The Agile community's answer was the naïve response, "The business needs to be more Agile." Waterfall release planning with fixed schedules undercuts a basic tenet of Agile development – the need to adjust content delivered within a timebox to account for evolving requirements and incorporation of feedback. Agile without flexible content is not Agile. This book introduces a novel solution that enables product teams to deliver higher value within shorter cycle times while meeting the predictability needs of the business. Organizations today want product teams that break down walls between product management and engineering to achieve schedule and financial objectives. Until now they haven't had a way to implement product teams within the rigid constraints of traditional organizational structures. The Investment planning approach described in this book supports small development increments planned and developed by product teams aligned by common schedule and financial goals. It uses Cost of Delay principles to prioritize work with the highest value and shortest cycle times. Investments provide a vehicle for collaboration and innovation and fulfill the promise of highly motivated self-directed Agile development teams. This book is for engineers, product managers and project managers who want to finally do Agile the way it was envisioned. This book is also for leaders who want to build high-performance teams around the inherent motivational environment of Agile when done right. Foreword by Steve McConnell, author of More Effective Agile: A Roadmap for Software Leaders (Construx Press, 2019).

People Data - Tine Huus 2015-05-14
People are an organizations' biggest asset and easily amount to 30% of company costs so even small improvements can have a bottom-line impact. A unique toolkit to an important new trend, People Data demystifies and simplifies the process of understanding and working with human capital metrics.

Enterprise Agile Coaching - Cherie Silas 2021-12-15
When an Agile coach leaves an organization, the changes developed during their tenure should not roll backward. Compliance is somewhat easy to install and takes hold rather quickly. The challenge with that approach is that when the forcing mechanism (Agile coach) is removed, much of the compliance rolls back to the original position. Sustainable change requires a different strategy. This book introduces the concept of utilizing an Invitational Approach to Enterprise Agile Coaching which can be a crucial catalyst for integrating sustainable change by putting the client in the seat of responsibility.

The Agile Testing Collection - Janet Gregory 2015-06-22
A Comprehensive Collection of Agile Testing Best Practices: Two Definitive Guides from Leading Pioneers Janet Gregory and Lisa Crispin haven't just pioneered agile testing, they have also written two of the field's most valuable guidebooks. Now, you can get both guides in one indispensable eBook collection: today's must-have resource for all agile testers, teams, managers, and customers. Combining comprehensive best practices and wisdom contained in these two titles, The Agile Testing Collection will help you adapt agile testing to your environment, systematically improve your skills and processes, and strengthen engagement across your entire development team. The first title, Agile Testing: A Practical Guide for Testers and Agile Teams, defines the agile testing discipline and roles, and helps you choose, organize, and use the tools that will help you the most. Writing from the tester's viewpoint, Gregory and Crispin chronicle an entire agile software development iteration, and identify and explain seven key success factors of agile testing. The second title, More Agile Testing: Learning Journeys for the Whole Team, addresses crucial emerging issues, shares evolved practices, and covers key issues that delivery teams want to learn more about. It offers powerful new insights into continuous improvement, scaling agile testing across teams and the enterprise, overcoming pitfalls of automation, testing in regulated environments, integrating DevOps practices, and testing mobile/embedded and business intelligence systems. The Agile Testing Collection will help you do all this and much more. Customize agile testing processes to your needs, and successfully transition to

them Organize agile teams, clarify roles, hire new testers, and quickly bring them up to speed Engage testers in agile development, and help agile team members improve their testing skills Use tests and collaborate with business experts to plan features and guide development Design automated tests for superior reliability and easier maintenance Plan "just enough," balancing small increments with larger feature sets and the entire system Test to identify and mitigate risks, and prevent future defects Perform exploratory testing using personas, tours, and test charters with session- and thread-based techniques Help testers, developers, and operations experts collaborate on shortening feedback cycles with continuous integration and delivery Both guides in this collection are thoroughly grounded in the authors' extensive experience, and supported by examples from actual projects. Now, with both books integrated into a single, easily searchable, and cross-linked eBook, you can learn from their experience even more easily.

Agile Project Management with Azure DevOps - Joachim Rossberg 2019-04-27
Roll up your sleeves and jump into Agile project management to use and customize Microsoft Azure DevOps. Organizations adopt Agile practices because they are a key enabler to run better projects, get more successful end results, and achieve an overall higher quality output. To benefit the most from Agile, you need an Application Life Cycle Management (ALM) or DevOps toolset that supports your style and work environment. Agile Project Management with Azure DevOps teaches you how to use Azure DevOps to implement many Agile practices such as SAFe, Scrum, and Kanban, and it shows you how they fit into a well-planned Agile implementation. Agile product owners will learn how to work with Azure DevOps to set up a project from scratch, and to continue using Azure DevOps throughout. Keeping track of progress is important in any project. Author Joachim Rossberg teaches you about the tools in Azure DevOps that can help you track progress and key metrics, including those that are available right out of the box. You will learn how to create and refine the backlog, work with Kanban and Scrum task boards, and get exposed to valuable key concepts along the way. Finally, you will dive into Azure DevOps extensibility to learn about the many ways you can customize reporting to best meet your needs What You'll Learn Understand Agile product management concepts and processes for working with Azure DevOps Discover how Azure DevOps supports agile processes end-to-end Implement Agile processes in Azure DevOps Customize Azure DevOps to better support your processes Complete step-by-step setup of an Agile project from scratch and manage it through its life cycle Who This Book Is For Software product owners, Agile leaders, Scrum masters, and software engineers who use Microsoft Azure DevOps. A basic understanding of Agile is helpful.

Simple Statistical Methods for Software Engineering - C. Ravindranath Pandian 2015-05-21
Although there are countless books on statistics, few are dedicated to the application of statistical methods to software engineering. Simple Statistical Methods for Software Engineering: Data and Patterns fills that void. Instead of delving into overly complex statistics, the book details simpler solutions that are just as effective and connect with the intuition of problem solvers. Sharing valuable insights into software engineering problems and solutions, the book not only explains the required statistical methods, but also provides many examples, review questions, and case studies that provide the understanding required to apply those methods to real-world problems. After reading this book, practitioners will possess the confidence and understanding to solve day-to-day problems in quality, measurement, performance, and benchmarking. By following the examples and case studies, students will be better prepared able to achieve seamless transition from academic study to industry practices. Includes boxed stories, case studies, and illustrations that demonstrate the nuances behind proper application Supplies historical anecdotes and traces statistical methods to inventors and gurus Applies basic statistical laws in their simplest forms to resolve engineering problems Provides simple techniques for addressing the issues software engineers face The book starts off by reviewing the essential facts about data. Next, it supplies a detailed review and summary of metrics, including development, maintenance, test, and agile metrics. The third section covers the fundamental laws of probability and statistics and the final section presents special data patterns in the form of tailed mathematical distributions. In addition to selecting simpler and more flexible tools, the authors have also simplified several standard techniques to provide you with the set of intellectual tools all software engineers and managers require.

From PMO to VMO - Sanjiv Augustine 2021-09-07
When so many enterprises have the strategic goal of maximizing product value to customers, changing

their project management office (PMO) into a value management office (VMO) will help them do it. Because of the widespread adoption of agile methods in organizations, there is a rapidly growing shift from a focus on projects to one on products. This shift brings dramatic changes in how organizations manage and deliver not only IT services but their entire product and service value streams. Whatever methodology is being implemented, success at all levels is inextricably linked back to a clear understanding of customer value and customer-driven outcomes across teams. This book shows program and project managers how to maximize their professional relevancy in this new world. They must shift from being program managers to value managers, maximizing value through the entire organization. This book defines the role and skills of the value manager, using case studies and step-by-step guidance to help readers visualize and implement a new path where middle management and the value management office are valued leaders in the age of business agility.

Agile Methods - Tiago Silva da Silva 2017-03-23
This book constitutes revised selected papers from the 7th Brazilian Workshop on Agil Methods, WBMA 2016, held in Curitiba, Brazil, in November 2016. The 10 full and 4 short papers presented in this volume were carefully reviewed and selected from 35 submissions. The papers present empirical results and literature reviews on agile implementation in government and distributed environments, design thinking and projects inception, testing and technical debt, motivation and gamification, training, modeling and project management, maturity models and quality assurance.

Metrics Cookbook: 1st Edition - Derek Huether 2020-12-31
Metrics are like a course of a meal. They should satisfy a need for something. Data is like a fresh ingredient. Know where it comes from and know the shelf life Combining data and calculations is like a recipe. Know the core ingredients. Know how to properly combine.

Accelerate - Nicole Forsgren PhD 2018-03-27
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.

Beautiful Teams - Andrew Stellman 2009-03-21
What's it like to work on a great software development team facing an impossible problem? How do you build an effective team? Can a group of people who don't get along still build good software? How does a team leader keep everyone on track when the stakes are high and the schedule is tight? Beautiful Teams takes you behind the scenes with some of the most interesting teams in software engineering history. You'll learn from veteran team leaders' successes and failures, told through a series of engaging personal stories -- and interviews -- by leading programmers, architects, project managers, and thought leaders. This book includes contributions from: Tim O'Reilly Scott Berkun Mark Healey Bill DiPierre Andy Lester Keoki Andrus Tom Tarka Auke Jilderda Grady Booch Jennifer Greene Mike Cohn Cory Doctorow Neil Siegel Trevor Field James Grenning Steve McConnell Barry Boehm and Maria H. Penedo Peter Gluck Karl E. Wiegers Alex Martelli Karl Fogel Michael Collins Karl Rehmer Andrew Stellman Ned Robinson Scott Ambler Johanna Rothman Mark Denovich and Eric Renkey Patricia Ensworth Andy Oram Tony Visconti Beautiful Teams is edited by Andrew Stellman and Jennifer Greene, veteran software engineers and project managers who have been writing bestselling books for O'Reilly since 2005, including Applied Software Project Management, Head First PMP, and Head First C#.

Extreme Programming and Agile Methods - XP/Agile Universe 2002 - Don Wells 2003-08-02
The second XP Universe and ?rst Agile Universe brought together many p- ple interested in building software in a new way. Held in Chicago, August 4–7, 2002 it attracted software experts, educators, and

developers. Unlike most c- ferences the venue was very dynamic. Many activities were not even well de?ned in advance. All discussions were encouraged to be spontaneous. Even so, there were some written words available and you are holding all of them now. We have collected as much material as possible together into this small volume. It is just the tip of the iceberg of course. A reminder to us of what we learned, the people we met, and the ideas we expressed. The conference papers, including research and experience papers, are rep- duced in these proceedings. Forty-one (41) papers were submitted. Each subm- ted paper received three reviews by program committee members. The program committee consisted of 40 members. Papers submitted by program committee members were refereed separately. This ensured that reviewers could provide an honest feedback not seen by the paper submitters. In many cases, the program committee shepherded authors to signi?cantly improve their initial submission prior to completing the version contained in these proceedings. In the end, the program committee chose 25 papers for publication (60% acceptance).

Agile Metrics in Action - Christopher Davis 2015-07-13
Summary Agile Metrics in Action is a rich resource for agile teams that aim to use metrics to objectively measure performance. You'll learn how to gather data that really counts, along with how to effectively analyze and act upon the results. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. About the Book The iterative nature of agile development is perfect for experience-based, continuous improvement. Tracking systems, test and build tools, source control, continuous integration, and other built-in parts of a project lifecycle throw off a wealth of data you can use to improve your products, processes, and teams. The question is, how to do it? Agile Metrics in Action teaches you how. This practical book is a rich resource for an agile team that aims to use metrics to objectively measure performance. You'll learn how to gather the data that really count, along with how to effectively analyze and act upon the results. Along the way, you'll discover techniques all team members can use for better individual accountability and team performance. Practices in this book will work with any development process or tool stack. For code-based examples, this book uses Groovy, Grails, and MongoDB. What's Inside Use the data you generate every day from CI and Scrum Improve communication, productivity, transparency, and morale Objectively measure performance Make metrics a natural byproduct of your development process About the Author Christopher Davis has been a software engineer and team leader for over 15 years. He has led numerous teams to successful delivery using agile methodologies. Table of Contents PART 1 MEASURING AGILE TEAMS Measuring agile performance Observing a live project PART 2 COLLECTING AND ANALYZING YOUR TEAM'S DATA Trends and data from project-tracking systems Trends and data from source control Trends and data from CI and deployment servers Data from your production systems PART 3 APPLYING METRICS TO YOUR TEAMS, PROCESSES, AND SOFTWARE Working with the data you're collecting: the sum of the parts Measuring the technical quality of your software Publishing metrics Measuring your team against the agile principles

Pursuing Timeless Agility - Jimmie Butler 2019-04-23
"This book should be required reading for leaders looking to implement Agile in their organizations." - Sam Brilliant, Sr. Program Manager, Navy Federal Credit Union. Agile transformation is hard to achieve. It is especially difficult when the common notion of what that means is misconstrued. What many are calling Agile is not Agile, and they don't even know it. This misunderstanding leads to misapplication. The result is that true Agile transformation remains elusive. It's time to rethink your approach! What you do matters, but why you do it matters more. This book will help you learn from the mistakes of the "common wisdom" and discover a proven path to organizational agility where Mindset Transcends Methodology. "Jimmie has a knack for challenging the common wisdom and helping teams think differently about what success looks like." - John Laub, President, Gray Leaf Technology Consultants. To solve a problem, you must first understand the problem. The first half of the book contrasts the true meaning and intent of Agile with what most organizations are actually doing in order to help you understand where your organization sits within that spectrum. Armed with an understanding of the problem, the latter half of the book provides a tried and proven approach to moving teams and organizations toward a genuine Agile transformation, and ultimately a Timeless Agility. Timeless Agility is the outcome of a mindset that transcends methodology. It consistently allows you to effectively and efficiently identify, produce, and deliver the next right thing, regardless of methodology trends. To attain Timeless Agility, to reach for that elusive organizational agility, your entire organization needs to think differently. Agile transformation, therefore, is going to be more about transforming minds than practices. Your understanding impacts what you do and how you do it. What you believe and value is the foundation from which all else derives. How you do your work will change over time as you learn and grow, but why you do what you do transcends all of those changes. Very few organizations have actually achieved organization-wide transformation. Many are on the wrong path altogether. Perhaps the common approaches and thought processes taught are not necessarily what you should emulate. To get over that proverbial hump, it is time to look at this from a different perspective. This book will show you Agile from a different lens than you may be wearing right now. Embrace it and evaluate for yourself.

The Practitioner's Handbook of Project Performance - Mark Phillips 2019-11-20
Practitioners operate in a necessary reality. We work in a space where project performance is above theory or methodology. In the best environments, delivery and an affirmative culture are what matter most. In the worst, it is politics and survival. In any environment we are challenged to adopt best practices and adapt our style to the environment in which the project is occurring. This is a book about those best practices and practitioner experiences. It is a must have reference and guide book for project managers, general managers, business leaders and project management researchers. This book is the result of the hard work and dedication of more than 35 authors from more than 15 countries across four continents. It brings a diversity of experience, professional and personal. It includes practitioners, leading academics, renowned theorists and many who straddle those roles. The chapters cover experiences in software, large scale infrastructure projects, finance and health care, to name a few. The chapters themselves take many forms. Check out the table of contents to get a deeper sense of the topics included. All provide real-world guidance on delivering high performing projects and show you how to build, lead and manage high performing teams. The Practitioners Handbook of Project Performance is complete in itself. It can also be an enticing start to an ongoing dialogue with the authors and a pleasurable path to get deeper into the subject of project performance. Find your favorite place to begin learning from these chapters, to begin taking notes and taking away nuggets to use in your everyday. But don't stop there. Contact information and further resources for this diverse team of experts authors are found throughout. The Practitioners Handbook is a modern guide to the leading edge of project performance management and a path to the future of project delivery.

General Duane H. Cassidy, Commander in Chief, United States Transportation Command and Commander in Chief, Military Airlift Command - Duane H. Cassidy 1998

Agile Testing - Lisa Crispin 2008-12-30
Testing is a key component of agile development. The widespread adoption of agile methods has brought the need for effective testing into the limelight, and agile projects have transformed the role of testers. Much of a tester's function, however, remains largely misunderstood. What is the true role of a tester? Do agile teams actually need members with QA backgrounds? What does it really mean to be an "agile tester?" Two of the industry's most experienced agile testing practitioners and consultants, Lisa Crispin and Janet Gregory, have teamed up to bring you the definitive answers to these questions and many others. In Agile Testing, Crispin and Gregory define agile testing and illustrate the tester's role with examples from real agile teams. They teach you how to use the agile testing quadrants to identify what testing is needed, who should do it, and what tools might help. The book chronicles an agile software development iteration from the viewpoint of a tester and explains the seven key success factors of agile testing. Readers will come away from this book understanding How to get testers engaged in agile development Where testers and QA managers fit on an agile team What to look for when hiring an agile tester How to transition from a traditional cycle to agile development How to complete testing activities in short iterations How to use tests to successfully guide development How to overcome barriers to test automation This book is a must for agile testers, agile teams, their managers, and their customers.

Disciplined Agile Delivery - Scott W. Ambler 2012-05-31
Master IBM's Breakthrough DAD Process Framework for Succeeding with Agile in Large, Complex, Mission-Critical IT Projects It is widely recognized that moving from traditional to agile approaches to build

software solutions is a critical source of competitive advantage. Mainstream agile approaches that are indeed suitable for small projects require significant tailoring for larger, complex enterprise projects. In Disciplined Agile Delivery, Scott W. Ambler and Mark Lines introduce IBM's breakthrough Disciplined Agile Delivery (DAD) process framework, which describes how to do this tailoring. DAD applies a more disciplined approach to agile development by acknowledging and dealing with the realities and complexities of a portfolio of interdependent program initiatives. Ambler and Lines show how to extend Scrum with supplementary agile and lean strategies from Agile Modeling (AM), Extreme Programming (XP), Kanban, Unified Process (UP), and other proven methods to provide a hybrid approach that is adaptable to your organization's unique needs. They candidly describe what practices work best, why they work, what the trade-offs are, and when to consider alternatives, all within the context of your situation. Disciplined Agile Delivery addresses agile practices across the entire lifecycle, from requirements, architecture, and development to delivery and governance. The authors show how these best-practice techniques fit together in an end-to-end process for successfully delivering large, complex systems--from project initiation through delivery. Coverage includes Scaling agile for mission-critical enterprise endeavors Avoiding mistakes that drive poorly run agile projects to chaos Effectively initiating an agile project Transitioning as an individual to agile Incrementally building consumable solutions Deploying agile solutions into complex production environments Leveraging DevOps, architecture, and other enterprise disciplines Adapting your governance strategy for agile projects Based on facts, research, and extensive experience, this book will be an indispensable resource for every enterprise software leader and practitioner--whether they're seeking to optimize their existing agile/Scrum process or improve the agility of an iterative process.

Agile for Everybody - Matt LeMay 2018-10-10

The Agile movement provides real, actionable answers to the question that keeps many company leaders awake at night: How do we stay successful in a fast-changing and unpredictable world? Agile has already transformed how modern companies build and deliver software. This practical book demonstrates how entire organizations—from product managers and engineers to marketers and executives—can put Agile to work. Author Matt LeMay explains Agile in clear, jargon-free terms and provides concrete and actionable steps to help any team put its values and principles into practice. Examples from a wide variety of organizations, including small nonprofits and global financial enterprises, bring to life the on-the-ground realities of Agile across industries and functions. Understand exactly what Agile is and why it matters Use Agile to address your organization's specific needs and goals Take customer centricity from theory into practice Stop wasting time in "report and critique" meetings and start making better decisions Create a harmonious cycle of learning, collaborating, and delivering Learn from Agile experts at companies like IBM, Spotify, and Coca-Cola

Agile Kaizen - Ángel Medinilla 2014-08-04

Agile teams have been struggling with the concept of continuous improvement since the first Agile frameworks were developed, and still very little has been written about the practice of continuous improvement in Agile environments. Although team retrospectives have been prescribed and some practices have been introduced in order to implement and facilitate them, the truth is that most Agile teams are conducting dull retrospectives that end with a list of things that have been done wrong, just to repeat the same list two weeks later at the next meeting. Instead of listing hundreds of Japanese-labeled tools, this book gives you practical insights into how to spot improvement opportunities, how to plan for improvement and how to engage everyone in your company in the Kaizen process. In addition, it will also provide you with 27 proven practices and 12 bonus activities to introduce into your retrospectives in order to keep them fresh, creative and exciting, so you can promise a team that, in a year's time, no two retrospectives will be alike. This book helps you as a manager, team leader, change agent or consultant in any type of organization to unleash the real power of Kaizen cultures – no matter what kind of organization, market, product, technology, vision, goal or size. It provides you with the background, tools and practical hints on how to engage your organization in a process of continuous quest for new and better ways of performing.