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Proven, 100% Practical Guidance for Making Scrum and Agile Work in Any Organization This is the definitive, realistic, actionable guide to starting fast with Scrum and agile-and then succeeding over the long haul. Leading agile consultant and practitioner Mike Cohn presents detailed recommendations, powerful tips, and real-world case studies drawn from his unparalleled experience helping hundreds of software organizations make Scrum and agile work. Succeeding with Agile is for pragmatic software professionals who want real answers to the most difficult challenges they face in implementing Scrum. Cohn covers every facet of the transition: getting started, helping individuals transition to new roles, structuring teams, scaling up, working with a distribut-

ed team, and finally, implementing effective metrics and continuous improvement. Throughout, Cohn presents "Things to Try Now" sections based on his most successful advice. Complementary "Objection" sections reproduce typical conversations with those resisting change and offer practical guidance for addressing their concerns. Coverage includes Practical ways to get started immediately-and "get good" fast Overcoming individual resistance to the changes Scrum requires Staffing Scrum projects and building effective teams Establishing "improvement communities" of people who are passionate about driving change Choosing which agile technical practices to use or experiment with Leading self-organizing teams Making the most of Scrum sprints, planning, and quality techniques Scaling Scrum to distributed, multi-

team projects Using Scrum on projects with complex sequential processes or challenging compliance and governance requirements Understanding Scrum's impact on HR, facilities, and project management Whether you've completed a few sprints or multiple agile projects and whatever your role-manager, developer, coach, ScrumMaster, product owner, analyst, team lead, or project lead-this book will help you succeed with your very next project. Then, it will help you go much further: It will help you transform your entire development organization.

Your code is a testament to your skills as a developer. No matter what language you use, code should be clean, elegant, and uncluttered. By using test-driven development (TDD), you'll write code that's easy to understand, retains its elegance, and works for months, even years, to come. With this indispensable guide, you'll learn how to use TDD with three different languages: Go, JavaScript, and Python. Author Saleem Siddiqui shows you how to tackle domain complexity using a unit test-driven approach. TDD partitions requirements into small, implementable features, enabling you to solve problems irrespective of the languages and frameworks you use. With Learning Test-Driven Development at your side, you'll learn how to incorporate TDD into your regular coding practice. This book helps you: Use TDD's divide-and-conquer approach to tame domain complexity Understand how TDD works across languages, testing frameworks, and domain concepts Learn how TDD enables continuous integration Support refactoring and redesign with TDD Learn how to write a simple and effective unit test harness in JavaScript Set up a continuous integration environment with the unit tests produced during TDD Write clean, uncluttered code using TDD in Go, JavaScript, and

Python

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.

Decades of software testing experience condensed into the most important lessons learned. The world's leading software testing experts lend you their wisdom and years of experience to help you avoid the most common mistakes in testing software. Each lesson is an assertion related to software testing, followed by an explanation or example that shows you the how, when, and why of the testing lesson. More than just tips, tricks, and pitfalls to avoid, Lessons Learned in Software Testing speeds you through the critical testing phase of the software development project without the extensive trial and error it normally takes to do so. The ultimate resource for software testers and developers at every level of expertise, this guidebook features: * Over 200 lessons gleaned from over 30 years of combined testing experience * Tips, tricks, and common pitfalls to avoid by simply reading the

book rather than finding out the hard way * Lessons for all key topic areas, including test design, test management, testing strategies, and bug reporting * Explanations and examples of each testing trouble spot help illustrate each lesson's assertion

There are a few books on the market that discuss agile testing from a practitioner perspective. But this is the first book that looks at the organizational moves that are required to pull together an effective Agile Quality and Testing strategy. One that shows leaders and coaches how to effectively establish agile practices using the Three Pillars model. The book is chock-full of real world stories from two coaches who

NEW YORK TIMES BESTSELLER WALL STREET JOURNAL BESTSELLER "Sprint offers a transformative formula for testing ideas that works whether you're at a startup or a large organization. Within five days, you'll move from idea to prototype to decision, saving you and your team countless hours and countless dollars. A must read for entrepreneurs of all stripes." --Eric Ries, author of The Lean Startup From three partners at Google Ventures, a unique five-day process for solving tough problems, proven at more than a hundred companies. Entrepreneurs and leaders face big questions every day: What's the most important place to focus your effort, and how do you start? What will your idea look like in real life? How many meetings and discussions does it take before you can be sure you have the right solution? Now there's a surefire way to answer these important questions: the sprint. Designer Jake Knapp created the five-day process at Google, where sprints were used on everything from Google Search to Google X. He joined Braden Kowitz and John Zeratsky at Google Ventures,

and together they have completed more than a hundred sprints with companies in mobile, e-commerce, healthcare, finance, and more. A practical guide to answering critical business questions, *Sprint* is a book for teams of any size, from small startups to Fortune 100s, from teachers to nonprofits. It's for anyone with a big opportunity, problem, or idea who needs to get answers today.

Introduction to Disciplined Agile Delivery 2nd Edition provides a quick overview of how agile software development works from beginning-to-end. It describes Disciplined Agile Delivery (DAD), the first of four levels of the Disciplined Agile (DA) process decision framework, and works through a case study describing a typical agile team's experiences adopting a DA approach. The book describes how the team develops the first release of a mission-critical application while working in a legacy enterprise environment. It describes their experiences from beginning-to-end, starting with their initial team initiation efforts through construction and finally to deploying the solution into production. It also describes how the team stays together for future releases, overviewing their process improvement efforts from their Scrum-based beginnings through to a lean continuous delivery approach that fits in with their organization's evolving DevOps strategy. The DAD framework is a hybrid of existing methods such as Scrum, Kanban, Agile Modeling, SAFe, Extreme Programming, Agile Data, Unified Process and many others. DAD provides the flexibility to use various approaches and plugs the gaps not addressed by mainstream agile methods. In a nutshell, DAD is "pragmatic agile." DAD describes proven strategies to adapt and scale your agile initiatives to suit the unique realities of your enterprise without having to figure it all out by yourself. Here's an overview of what

each chapter covers: Chapter 1: Introduction. This chapter provides a quick overview of the book and a brief history of Disciplined Agile. Chapter 2: Reality over Rhetoric. This chapter explores several common myths about DAD and more importantly disproves them. Chapter 3: Disciplined Agile Delivery in a Nutshell. This chapter provides a brief yet comprehensive overview of DAD. Chapter 4: Introduction to the Case Study. This chapter introduces us to the team, describes the market opportunity that they hope to address, and describes the environment in which they're working. Chapter 5: Inception. The team's initiation effort includes initial requirements modeling and planning with their stakeholders in a streamlined manner, initial architecture modeling, setting up their physical work environment, setting up the start of their tooling infrastructure, initial risk identification, and finally securing stakeholder support and funding for the rest of the first release. Chapters 6 through 10: Construction. These chapters each describe a single Construction iteration, sharing the team's experiences during each of those two-week timeboxes. Chapter 11: Transition. The two-week transition phase focuses on final testing and fixing, training the support/help-desk staff, finishing a few short end-user "how to" videos, and deploying the solution into production. Chapter 12: The Road to Disciplined DevOps. This chapter overviews the team's improvement efforts over the next few releases, describing how they evolve from the agile Scrum-based lifecycle to a leaner approach and eventually to continuous delivery. All of this dovetails into their organization's efforts to implement a Disciplined DevOps strategy. Chapter 13: Closing Thoughts. This chapter overviews the disciplined agile resources that are available to you. Appendix: The Dis-

ciplined Agile Framework. This short appendix overviews our ongoing work on the Disciplined Agile framework to address the full scope of an agile business. At 111 pages, you should find this book to be a quick, informative read. What's Different in This Edition: Chapter 3 was completely rewritten to reflect the changes to DAD. Chapter 12 was rewritten to describe how the team evolved into a Disciplined DevOps strategy. Appendix A was rewritten to reflect the latest release of the DA framework. General updates were made throughout the book.

With plenty of ideas, suggestions, and practical cases on software quality, this book will help you to improve the quality of your software and to deliver high-quality products to your users and satisfy the needs of your customers and stakeholders. Many methods for product quality improvement start by investigating the problems, and then work their way back to the point where the problem started. For instance audits and root cause analysis work this way. But what if you could prevent problems from happening, by building an understanding what drives quality, thus enabling to take action before problems actually occur? What Drives Quality explores how quality plays a role in all of the software development activities. It takes a deep dive into quality by listing the relevant factors of development and management activities that drive the quality of software products. It provides a lean approach to quality by analyzing the full development chain from customer requests to delivering products to users. I'm aiming this book at software developers and testers, architects, product owners and managers, agile coaches, Scrum masters, project managers, and operational and senior managers who consider quality to be important. A book on quality should be practical. It should

help you, the reader of this book, to improve the quality of your software and deliver better products. It should inspire you and give you energy to persevere on your quality journey. What drives quality tries to do just that, and more. This book is based on my experience as a developer, tester, team leader, project manager, quality manager, process manager, consultant, coach, trainer, and adviser in Agile, Lean, Quality and Continuous Improvement. It takes a deep dive into quality with views from different perspectives and provides ideas, suggestions, practices, and experiences that will help you to improve quality of the products that your organization is delivering. This book views software quality from an engineering, management, and social perspective. It explores the interaction between all involved in delivering high-quality software to users and provides ideas to do it quicker and at lower costs.

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.

In this work, over 40 pioneering implementers share their experiences and best practices in 28 case studies. Drawing on their insights, you can avoid the pitfalls associated with test automation, and achieve powerful results on every metric you care about: quality, cost, time to market, usability, and value.

Practical, Proven Tools for Leading and Empowering High-Perform-

ing Agile Teams A leader is like a farmer, who doesn't grow crops by pulling them but instead creates the perfect environment for the crops to grow and thrive. If you lead in organizations that have adopted agile methods, you know it's crucial to create the right environment for your agile teams. Traditional tools such as Gantt charts, detailed plans, and internal KPIs aren't adequate for complex and fast-changing markets, but merely trusting employees and teams to self-manage is insufficient as well. In Agile Leadership Toolkit, longtime agile leader Peter Koning provides a practical and invaluable steering wheel for agile leaders and their teams. Drawing on his extensive experience helping leaders drive more value from agile, Koning offers a comprehensive toolkit for continuously improving your environment, including structures, metrics, meeting techniques, and governance for creating thriving teams that build disruptive products and services. Koning thoughtfully explains how to lead agile teams at large scale and how team members fit into both the team and the wider organization. Architect environments that help teams learn, grow, and flourish for the long term Get timely feedback everyone can use to improve Co-create goals focused on the customer, not the internal organization Help teams brainstorm and visualize the value of their work to the customer Facilitate team ownership and accelerate team learning Support culture change, and design healthier team habits Make bigger changes faster This actionable guide is for leaders at all levels—whether you're supervising your first agile team, responsible for multiple teams, or lead the entire company. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Thousands of organizations are adopting Scrum to transform the way they execute complex projects, in software and beyond. This guide will give you the skills and confidence needed to deploy Scrum, resulting in high-performing teams and satisfied customers. Drawing on years of hands-on experience helping companies succeed, Certified Scrum Trainer (CST) Mitch Lacey helps you overcome the major challenges of Scrum adoption and the deeper issues that emerge later. Extensively revised to reflect improved Scrum practices and tools, this edition adds an all-new section of tips from the field. Lacey covers many new topics, including immersive interviewing, collaborative estimation, and deepening business alignment. In 35 engaging chapters, you'll learn how to build support and maximize value across your company. Now part of the renowned Mike Cohn Signature Series on agile development, this pragmatic guide addresses everything from establishing roles and priorities to determining team velocity, setting sprint length, and conducting customer reviews. Coverage includes Bringing teams and new team members on board Creating a workable definition of "done" Planning for short-term wins, and removing impediments to success Balancing predictability and adaptability in release planning Running productive daily scrums Fixing failing sprints Accurately costing projects, and measuring the value they deliver Managing risks in dynamic Scrum projects Prioritizing and estimating backlogs Working with distributed and offshore teams Institutionalizing improvements, and extending agility throughout the organization Packed with real-world examples straight from Lacey's experience, this book will be invaluable to anyone transitioning to Scrum, seeking to improve their early results, or trying to get back on track.

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

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

dependencies

- Navigating risk management, compliance, and auditing

Whether you’re a developer, systems administrator, tester, or manager, this book will help your organization move from idea to release faster than ever—so you can deliver value to your business rapidly and reliably.

The First Guide to Scrum-Based Agile Product Management In Agile Product Management with Scrum, leading Scrum consultant Roman Pichler uses real-world examples to demonstrate how product owners can create successful products with Scrum. He describes a broad range of agile product management practices, including making agile product discovery work, taking advantage of emergent requirements, creating the minimal marketable product, leveraging early customer feedback, and working closely with the development team. Benefitting from Pichler’s extensive experience, you’ll learn how Scrum product ownership differs from traditional product management and how to avoid and overcome the common challenges that Scrum product owners face. Coverage includes

- Understanding the product owner’s role: what product owners do, how they do it, and the surprising implications
- Envisioning the product: creating a compelling product vision to galvanize and guide the team and stakeholders
- Grooming the product backlog: managing the product backlog effectively even for the most complex products
- Planning the release: bringing clarity to scheduling, budgeting, and functionality decisions
- Collaborating in sprint meetings: understanding the product owner’s role in sprint meetings, including the dos and don’ts
- Transitioning into product ownership: succeeding as a product owner and establishing the role in the enterprise

This book is an indispensable resource for anyone who works as a product owner, or

expects to do so, as well as executives and coaches interested in establishing agile product management.

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

This is the eBook of the printed book and may not include any media, website access codes, or print supplements that may come packaged with the bound book. The Fast, Focused, Practical Guide to Excellence with Scrum The Great ScrumMaster: #ScrumMasterWay is your complete guide to becoming an exceptionally effective ScrumMaster and using Scrum to dramatically improve team and organizational performance. Easy to digest and highly visual, you can read it in a weekend...and use it for an entire career. Drawing on 15 years of pioneering experience implementing Agile and Scrum and helping others do so, Zuzana Šochová guides you step by step through all key facets of success as a ScrumMaster in any context. Šochová reviews the ScrumMaster's

responsibilities, introduces her powerful State of Mind model and #ScrumMasterWay approach, and teaches crucial metaskills that every ScrumMaster needs. Learn how to build more effective teams, manage change in Agile environments, and take full advantage of the immensely powerful ScrumMaster toolbox. Throughout, Šochová illuminates each concept with practical, proven examples that show how to move from idea to successful execution. Understand the ScrumMaster's key role in creating high-performance self-organizing teams Master all components of the ScrumMaster State of Mind: teaching/mentoring, removing impediments, facilitation, and coaching Operate effectively as a ScrumMaster at all levels: team, relationships, and the entire system Sharpen key ScrumMaster cognitive strategies and core competencies Build great teams, and improve teams that are currently dysfunctional Drive deeper change in a safer environment with better support for those affected Make the most of Shu Ha Ri, System Rule, Root Cause Analysis, Impact Mapping, and other ScrumMaster tools Whether you're a long-time Certified ScrumMaster (CSM) or participating in your first Scrum project, this guide will help you leverage world-class insight in all you do and get the outstanding results you're looking for. Register your product at informit.com/register for convenient access to downloads, updates, and corrections as they become available

Janet Gregory and Lisa Crispin pioneered the agile testing discipline with their previous work, *Agile Testing*. Now, in *More Agile Testing*, they reflect on all they've learned since. They address crucial emerging issues, share evolved agile practices, and cover key issues agile testers have asked to learn more about. Packed

with new examples from real teams, this insightful guide offers detailed information about adapting agile testing for your environment; learning from experience and continually improving your test processes; scaling agile testing across teams; and overcoming the pitfalls of automated testing. You'll find brand-new coverage of agile testing for the enterprise, distributed teams, mobile/embedded systems, regulated environments, data warehouse/BI systems, and DevOps practices. You'll come away understanding

- How to clarify testing activities within the team
- Ways to collaborate with business experts to identify valuable features and deliver the right capabilities
- How to design automated tests for superior reliability and easier maintenance
- How agile team members can improve and expand their testing skills
- How to plan “just enough,” balancing small increments with larger feature sets and the entire system
- How to use testing to identify and mitigate risks associated with your current agile processes and to prevent defects
- How to address challenges within your product or organizational context
- How to perform exploratory testing using “personas” and “tours”
- Exploratory testing approaches that engage the whole team, using test charters with session- and thread-based techniques
- How to bring new agile testers up to speed quickly—without overwhelming them

Janet Gregory is founder of DragonFire Inc., an agile quality process consultancy and training firm. Her passion is helping teams build quality systems. For almost fifteen years, she has worked as a coach and tester, introducing agile practices into companies of all sizes and helping users and testers understand their agile roles. She is a frequent speaker at agile and testing software conferences, and is a major contributor to the agile testing community. Lisa Crispin, an

experienced agile testing practitioner and coach, regularly leads conference workshops on agile testing and contributes frequently to agile software publications. She enjoys collaborating as part of an awesome agile team to produce quality software. Since 1982, she has worked in a variety of roles on software teams, in a wide range of industries. She joined her first agile team in 2000 and continually learns from other teams and practitioners.

How well does your organization respond to changing market conditions, customer needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these paradigms throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices Approach problem-solving experimentally by exploring solutions, testing assumptions, and getting feedback from real users Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and lowers costs Learn how to implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments

In his first complete text on the ADKAR model, Jeff Hiatt explains the origin of the model and explores what drives each building block of ADKAR. Learn how to build awareness, create desire, develop knowledge, foster ability and reinforce changes in your or-

ganization. The ADKAR Model is changing how we think about managing the people side of change, and provides a powerful foundation to help you succeed at change.

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.

SCRUM IN ACTION: AGILE SOFTWARE PROJECT MANAGEMENT AND DEVELOPMENT is a practical how-to guide for software pro-

ject teams on how to successfully deploy an Agile software framework with Scrum. It is clearly and concisely written and is the first practical guide with real world situations written by corporate practitioners. This book describes many good project management techniques on how to get the most from project teams and bridges the gaps between many Scrum and project management books by addressing how to communicate with executives using financial terms, how to use an objective estimation technique, and where software architecture fits into Scrum.

Practical Guidance and Inspiration for Launching, Sustaining, or Improving Any Agile Enterprise Transformation Initiative As long-time competitive advantages disappear, astute executives and change agents know they must achieve true agile transformation. In *Unlocking Agility*, Jorgen Hesselberg reveals what works, what doesn't, and how to overcome the daunting obstacles. Distilling 10+ years of experience leading agile transformation in the enterprise, Hesselberg guides you on jumpstarting change, sustaining momentum, and executing superbly on customer commitments as you move forward. He helps you identify appropriate roles for consultants, optimize organizational structures, set realistic expectations, and measure against them. He shares first-hand accounts from pioneering transformation leaders at firms including Intel, Nokia, Salesforce.com, Spotify, and many more.

- Balance building the right thing, the right way, at the right speed
- Design a holistic transformation strategy using five dimensions of agility: Technology, Organizational Design, People, Leadership, and Culture
- Promote agile skills, knowledge, and abilities throughout your workforce
- Incorporate powerful leadership models, including Level 5, Teal, and Beyond Budgeting
- Leverage business agil-

ity metrics to affect norms and change organizational culture • Establish your Agile Working Group, the engine of agile transformation • Define operating models and strategic roadmaps for unlocking agility, and track your progress You already know agile transformation is essential. Now, discover how to customize your strategy, execute on it in your environment, and achieve it.

In *Scrum Shortcuts without Cutting Corners*, Scrum expert Ilan Goldstein helps the reader translate the Scrum framework into reality to meet the Scrum challenges formal training never warned about. Drawing on his extensive agile experience in a wide range of projects and environments, Goldstein presents thirty proven, flexible shortcuts for optimizing Scrum processes, actions, and outcomes. Each shortcut walks the reader through applying a Scrum approach to achieve a tangible output. These easy-to-digest, actionable patterns address a broad range of topics including getting started, quality and metrics, team members and roles, managing stakeholders, estimation, continuous improvement and much more.

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.

Deliver Better Games Faster, On Budget—And Make Game Development Fun Again! Game development is in crisis—facing bloated budgets, impossible schedules, unmanageable complexity, and death march overtime. It’s no wonder so many development studios are struggling to survive. Fortunately, there is a solution. Scrum and Agile methods are already revolutionizing development outside the game industry. Now, long-time game developer Clinton Keith shows exactly how to successfully apply these methods to the unique challenges of game development. Keith has spent more than fifteen years developing games, seven of them with Scrum and agile methods. Drawing on this unparalleled expertise, he shows how teams can use Scrum to deliver games more efficiently, rapidly, and cost-effectively; craft games that

offer more entertainment value; and make life more fulfilling for development teams at the same time. You'll learn to form successful agile teams that incorporate programmers, producers, artists, testers, and designers—and promote effective collaboration within and beyond those teams, throughout the entire process. From long-range planning to progress tracking and continuous integration, Keith offers dozens of tips, tricks, and solutions—all based firmly in reality and hard-won experience. Coverage includes Understanding Scrum's goals, roles, and practices in the context of game development Communicating and planning your game's vision, features, and progress Using iterative techniques to put your game into a playable state every two to four weeks—even daily Helping all team participants succeed in their roles Restoring stability and predictability to the development process Managing ambiguous requirements in a fluid marketplace Scaling Scrum to large, geographically distributed development teams Getting started: overcoming inertia and integrating Scrum into your studio's current processes Increasingly, game developers and managers are recognizing that things can't go on the way they have in the past. Game development organizations need a far better way to work. Agile Game Development with Scrum gives them that—and brings the profitability, creativity, and fun back to game development.

Testing is a cornerstone of XP, as tests are written for every piece of code before it is programmed. This workbook helps testers learn XP, and XP devotees learn testing. This new book defines how an XP tester can optimally contribute to a project, including what testers should do, when they should do it, and how they should do it.

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. Rely on this robust and thorough guide to build and maintain successful test automation. As the software industry shifts from traditional waterfall paradigms into more agile ones, test automation becomes a highly important tool that allows your development teams to deliver software at an ever-increasing pace without compromising quality. Even though it may seem trivial to automate the repetitive tester's work, using test automation efficiently and properly is not trivial. Many test automation endeavors end up in the "graveyard" of software projects. There are many things that affect the value of test automation, and also its costs. This book aims to cover all of these aspects in great detail so you can make decisions to create the best test automation solution that will not only help your test automation project to succeed, but also allow the entire software project to thrive. One of the most important details that affects the success of the test automation is how easy it is to maintain the automated tests. Complete Guide to Test Automation provides a detailed hands-on guide for writing highly maintainable test code. What You'll Learn Know the real value to be expected from test automation Discover the key traits that will make your test automation project succeed Be aware of the different considerations to take into account when planning automated tests vs. manual tests Determine who should implement the tests and the implications of this decision Architect the

test project and fit it to the architecture of the tested application Design and implement highly reliable automated tests Begin gaining value from test automation earlier Integrate test automation into the business processes of the development team Leverage test automation to improve your organization's performance and quality, even without formal authority Understand how different types of automated tests will fit into your testing strategy, including unit testing, load and performance testing, visual testing, and more Who This Book Is For Those involved with software development such as test automation leads, QA managers, test automation developers, and development managers. Some parts of the book assume hands-on experience in writing code in an object-oriented language (mainly C# or Java), although most of the content is also relevant for nonprogrammers.

It is often assumed that software testing is based on clearly defined requirements and software development standards. However, testing is typically performed against changing, and sometimes inaccurate, requirements. The third edition of a bestseller, *Software Testing and Continuous Quality Improvement, Third Edition* provides a continuous quality framework for the software testing process within traditionally structured and unstructured environments. This framework aids in creating meaningful test cases for systems with evolving requirements. This completely revised reference provides a comprehensive look at software testing as part of the project management process, emphasizing testing and quality goals early on in development. Building on the success of previous editions, the text explains testing in a Service Orientated Architecture (SOA) environment, the building blocks of

a Testing Center of Excellence (COE), and how to test in an agile development. Fully updated, the sections on test effort estimation provide greater emphasis on testing metrics. The book also examines all aspects of functional testing and looks at the relation between changing business strategies and changes to applications in development. Includes New Chapters on Process, Application, and Organizational Metrics All IT organizations face software testing issues, but most are unprepared to manage them. *Software Testing and Continuous Quality Improvement, Third Edition* is enhanced with an up-to-date listing of free software tools and a question-and-answer checklist for choosing the best tools for your organization. It equips you with everything you need to effectively address testing issues in the most beneficial way for your business.

PMBOK® Guide is the go-to resource for project management practitioners. The project management profession has significantly evolved due to emerging technology, new approaches and rapid market changes. Reflecting this evolution, *The Standard for Project Management* enumerates 12 principles of project management and the *PMBOK® Guide – Seventh Edition* is structured around eight project performance domains. This edition is designed to address practitioners' current and future needs and to help them be more proactive, innovative and nimble in enabling desired project outcomes. This edition of the *PMBOK® Guide*:

- Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.);
- Provides an entire section devoted to tailoring the development approach and processes;
- Includes an expanded list of models, methods, and artifacts;
- Focuses on not just delivering project outputs but also enabling outcomes;

and • Integrates with PMI standards+™ for information and standards application content based on project type, development approach, and industry sector.

4+ Hours of Video Instruction Agile Testing Essentials LiveLessons is based on fundamental concepts from Lisa Crispin's and Janet Gregory's two best-selling books, *Agile Testing: A Practical Guide for Testers and Agile Teams* and *More Agile Testing: Learning Journeys for the Whole Team*. By the end of the course, participants will understand how testing fits into short and frequent delivery cycles and how each team member can contribute to the success of a quality product. Every team member, including testers, programmers, team facilitators, business analysts, designers, product owners and product managers, will find value in this course. Goal: To introduce basic understanding of how agile teams build quality into their product, with the whole team engaged in testing activities throughout the delivery cycle. Testing is critical to the successful delivery of a quality product--not a phase to be executed right before delivery. Approach: Each topic starts with a presentation of the material, assisted with slides and/or a live discussion between Janet and Lisa. Examples are used throughout to help explain the topic, and there is an opportunity for participants to practice different techniques through exercises. After each exercise, Janet and Lisa discuss how they approach the exercise and guide participants in connecting what they've learned with their own teams and projects. Related Content: Lisa Crispin and Janet Gregory are co-authors of *More Agile Testing: Learning Journeys for the Whole Team* (Addison-Wesley, 2014) and *Agile Testing: A Practical Guide for Testers and Agile Teams* (Addison-Wesley, 2009), as well as authors and contribu-

tors to other software development books. Their book website is www.agiletester.ca. About the Instructors Lisa Crispin has worked as a tester and agile testing coach on awesome agile teams since 2000. Her peers voted her the Most Influential Agile Testing Professional Person in 2012. Together with Janet, she developed a three-day agile testing training course. Please visit www.lisacrispin.com for her blog, along with links to publications, podcasts and webinars. Follow Lisa on Twitter, [lisacrispin](https://twitter.com/lisacrispin). Janet Gregory is an agile testing coach and process consultant with DragonFire Inc. Janet works with teams to transition to agile development, and teaches agile testing courses and tutorials worldwide. Her peers voted her the Most Influential Agile Testing Professional Person in 2015. For more about Janet's work and her ...

Delve deep into the various technical practices, principles, and values of Agile. Key Features Discover the essence of Agile software development and the key principles of software design Explore the fundamental practices of Agile working, including test-driven development (TDD), refactoring, pair programming, and continuous integration Learn and apply the four elements of simple design Book Description The number of popular technical practices has grown exponentially in the last few years. Learning the common fundamental software development practices can help you become a better programmer. This book uses the term Agile as a wide umbrella and covers Agile principles and practices, as well as most methodologies associated with it. You'll begin by discovering how driver-navigator, chess clock, and other techniques used in the pair programming approach introduce discipline while writing code. You'll then learn to safely change the design of your code using refactoring. While learning these techniques, you'll al-

so explore various best practices to write efficient tests. The concluding chapters of the book delve deep into the SOLID principles - the five design principles that you can use to make your software more understandable, flexible and maintainable. By the end of the book, you will have discovered new ideas for improving your software design skills, the relationship within your team, and the way your business works. What you will learn

Learn the red, green, refactor cycle of classic TDD and practice the best habits such as the rule of 3, triangulation, object calisthenics, and more

Refactor using parallel change and improve legacy code with characterization tests, approval tests, and Golden Master

Use code smells as feedback to improve your design

Learn the double cycle of ATDD and the outside-in mindset using mocks and stubs correctly in your tests

Understand how Coupling, Cohesion, Conscience, SOLID principles, and code smells are all related

Improve the understanding of your business domain using BDD and other principles for "doing the right thing, not only the thing right"

Who this book is for This book is designed for software developers looking to improve their technical practices. Software coaches may also find it helpful as a teaching reference manual. This is not a beginner's book on how to program. You must be comfortable with at least one programming language and must be able to write unit tests using any unit testing framework.

2012 Jolt Award finalist! Pioneering the Future of Software Test Do you need to get it right, too? Then, learn from Google. Legendary testing expert James Whittaker, until recently a Google testing leader, and two top Google experts reveal exactly how Google tests software, offering brand-new best practices you can

use even if you're not quite Google's size...yet! Breakthrough Techniques You Can Actually Use Discover 100% practical, amazingly scalable techniques for analyzing risk and planning tests...thinking like real users...implementing exploratory, black box, white box, and acceptance testing...getting usable feedback...tracking issues...choosing and creating tools...testing "Docs & Mocks," interfaces, classes, modules, libraries, binaries, services, and infrastructure...reviewing code and refactoring...using test hooks, presubmit scripts, queues, continuous builds, and more. With these techniques, you can transform testing from a bottleneck into an accelerator—and make your whole organization more productive!

Agile is an iterative approach to software development that has rapidly gained popularity in the wider IT industry. For software testers, Agile testing brings many advantages to teams, from increasing overall product quality to providing greater scope for flexibility. Building on the ISTQB Foundation Level Agile Tester syllabus, this book covers Agile principles, methods, techniques and tools in the context of software testing. The book is perfect for software testers interested in the benefits of Agile testing, working in an Agile environment or undertaking the ISTQB Foundation Level Agile Tester exam.

What others in the trenches say about The Pragmatic Programmer... "The cool thing about this book is that it's great for keeping the programming process fresh. The book helps you to continue to grow and clearly comes from people who have been there." —Kent Beck, author of Extreme Programming Explained: Embrace Change "I found this book to be a great mix of solid advice and wonderful analogies!" —Martin Fowler, author of Refactoring and

UML Distilled “I would buy a copy, read it twice, then tell all my colleagues to run out and grab a copy. This is a book I would never loan because I would worry about it being lost.” —Kevin Ruland, Management Science, MSG-Logistics “The wisdom and practical experience of the authors is obvious. The topics presented are relevant and useful... By far its greatest strength for me has been the outstanding analogies—tracer bullets, broken windows, and the fabulous helicopter-based explanation of the need for orthogonality, especially in a crisis situation. I have little doubt that this book will eventually become an excellent source of useful information for journeymen programmers and expert mentors alike.” —John Lakos, author of Large-Scale C++ Software Design “This is the sort of book I will buy a dozen copies of when it comes out so I can give it to my clients.” —Eric Vought, Software Engineer “Most modern books on software development fail to cover the basics of what makes a great software developer, instead spending their time on syntax or technology where in reality the greatest leverage possible for any software team is in having talented developers who really know their craft well. An excellent book.” —Pete McBreen, Independent Consultant “Since reading this book, I have implemented many of the practical suggestions and tips it contains. Across the board, they have saved my company time and money while helping me get my job done quicker! This should be a desktop reference for everyone who works with code for a living.” —Jared Richardson, Senior Software Developer, iRenaissance, Inc. “I would like to see this issued to every new employee at my company...” —Chris Cleeland, Senior Software Engineer, Object Computing, Inc. “If I’m putting together a project, it’s the authors of this book that I want. . . . And

failing that I’d settle for people who’ve read their book.” —Ward Cunningham Straight from the programming trenches, The Pragmatic Programmer cuts through the increasing specialization and technicalities of modern software development to examine the core process—taking a requirement and producing working, maintainable code that delights its users. It covers topics ranging from personal responsibility and career development to architectural techniques for keeping your code flexible and easy to adapt and reuse. Read this book, and you’ll learn how to Fight software rot; Avoid the trap of duplicating knowledge; Write flexible, dynamic, and adaptable code; Avoid programming by coincidence; Bullet-proof your code with contracts, assertions, and exceptions; Capture real requirements; Test ruthlessly and effectively; Delight your users; Build teams of pragmatic programmers; and Make your developments more precise with automation. Written as a series of self-contained sections and filled with entertaining anecdotes, thoughtful examples, and interesting analogies, The Pragmatic Programmer illustrates the best practices and major pitfalls of many different aspects of software development. Whether you’re a new coder, an experienced programmer, or a manager responsible for software projects, use these lessons daily, and you’ll quickly see improvements in personal productivity, accuracy, and job satisfaction. You’ll learn skills and develop habits and attitudes that form the foundation for long-term success in your career. You’ll become a Pragmatic Programmer. How do successful agile teams deliver bug-free, maintainable software—iteration after iteration? The answer is: By seamlessly combining development and testing. On such teams, the developers write testable code that enables them to verify it using various

types of automated tests. This approach keeps regressions at bay and prevents “testing crunches”—which otherwise may occur near the end of an iteration—from ever happening. Writing testable code, however, is often difficult, because it requires knowledge and skills that cut across multiple disciplines. In *Developer Testing*, leading test expert and mentor Alexander Tarlinder presents concise, focused guidance for making new and legacy code far more testable. Tarlinder helps you answer questions like: When have I tested this enough? How many tests do I need to write? What should my tests verify? You’ll learn how to design for testability and utilize techniques like refactoring, dependency breaking, unit testing, data-driven testing, and test-driven development to achieve the highest possible confidence in your software. Through practical examples in Java, C#, Groovy, and Ruby, you’ll discover what works—and what doesn’t. You can quickly begin using Tarlinder’s technology-agnostic insights with most languages and toolsets while not getting buried in specialist details. The author helps you adapt your current programming style for testability, make a testing mindset “second nature,” improve your code, and enrich your day-to-day experience as a software professional. With this guide, you will Understand the discipline and vocabulary of testing from the developer’s standpoint Base developer tests on well-established testing techniques and best practices Recognize code constructs that impact testability Effectively name, organize, and execute unit tests Master the essentials of classic and “mockist-style” TDD Leverage test doubles with or without mocking frameworks Capture the benefits of programming by contract, even without runtime support for contracts Take control of dependencies between classes, compo-

nents, layers, and tiers Handle combinatorial explosions of test cases, or scenarios requiring many similar tests Manage code duplication when it can’t be eliminated Actively maintain and improve your test suites Perform more advanced tests at the integration, system, and end-to-end levels Develop an understanding for how the organizational context influences quality assurance Establish well-balanced and effective testing strategies suitable for agile teams

"Agile Testing Essentials LiveLessons is based on fundamental concepts from Lisa Crispin's and Janet Gregory's two best-selling books, *Agile Testing: A Practical Guide for Testers and Agile Teams*, and *More Agile Testing: Learning Journeys for the Whole Team*. By the end of the course, participants will understand how testing fits into short and frequent delivery cycles and how each team member can contribute to the success of a quality product. Every team member, including testers, programmers, team facilitators, business analysts, designers, product owners and product managers, will find value in this course. Goal: To introduce basic understanding of how agile teams build quality into their product, with the whole team engaged in testing activities throughout the delivery cycle. Testing is critical to the successful delivery of a quality product, a phase to be executed right before delivery. Approach: Each topic starts with a presentation of the material, assisted with slides and/or a live discussion between Janet and Lisa. Examples are used throughout to help explain the topic, and there is an opportunity for participants to practice different techniques through exercises. After each exercise, Janet and Lisa discuss how they approach the exercise and guide participants in

connecting what they've learned with their own teams and projects."--Resource description page.

What makes the world's leading engineering and QA teams so successful? Learn from Google, Etsy, The New York Times, GitHub, King, HelloFresh and many more. *Leading Quality* is the ultimate guide to becoming a leader of quality, mastering strategic decisions and enabling your team to accelerate growth.

Uncover surprises, risks, and potentially serious bugs with exploratory testing. Rather than designing all tests in advance, explorers design and execute small, rapid experiments, using what they learned from the last little experiment to inform the next. Learn essential skills of a master explorer, including how to analyze software to discover key points of vulnerability, how to design experiments on the fly, how to hone your observation skills, and how to focus your efforts. Software is full of surprises. No matter how careful or skilled you are, when you create software it can behave differently than you intended. Exploratory testing mitigates those risks. Part 1 introduces the core, essential skills of a master explorer. You'll learn to craft charters to guide your exploration, to observe what's really happening (hint: it's harder than it sounds), to identify interesting variations, and to determine what expected behavior should be when exercising software in unexpected ways. Part 2 builds on that foundation. You'll learn how to explore by varying interactions, sequences, data, timing, and configurations. Along the way you'll see how to incorporate analysis techniques like state modeling, data modeling, and defining context diagrams into your explorer's arsenal. Part 3 brings the techniques back into the context of a software project. You'll apply the skills and techniques in a variety of contexts and integrate ex-

ploration into the development cycle from the very beginning. You can apply the techniques in this book to any kind of software. Whether you work on embedded systems, Web applications, desktop applications, APIs, or something else, you'll find this book contains a wealth of concrete and practical advice about exploring your software to discover its capabilities, limitations, and risks.

How to Find and Fix the Killer Software Bugs that Evade Conventional Testing In *Exploratory Software Testing*, renowned software testing expert James Whittaker reveals the real causes of today's most serious, well-hidden software bugs--and introduces powerful new "exploratory" techniques for finding and correcting them. Drawing on nearly two decades of experience working at the cutting edge of testing with Google, Microsoft, and other top software organizations, Whittaker introduces innovative new processes for manual testing that are repeatable, prescriptive, teachable, and extremely effective. Whittaker defines both in-the-small techniques for individual testers and in-the-large techniques to supercharge test teams. He also introduces a hybrid strategy for injecting exploratory concepts into traditional scripted testing. You'll learn when to use each, and how to use them all successfully. Concise, entertaining, and actionable, this book introduces robust techniques that have been used extensively by real testers on shipping software, illuminating their actual experiences with these techniques, and the results they've achieved. Writing for testers, QA specialists, developers, program managers, and architects alike, Whittaker answers crucial questions such as: • Why do some bugs remain invisible to automated testing--and how can I uncover them? • What techniques will help me consistently discover and eliminate "show stopper" bugs? • How do I make

manual testing more effective--and less boring and unpleasant? •
What's the most effective high-level test strategy for each project? • Which inputs should I test when I can't test them all? • Which test cases will provide the best feature coverage? • How can I get better results by combining exploratory testing with traditional script or scenario-based testing? • How do I reflect feedback from the development process, such as code changes?