

agile project management jim highsmith pdf

agile project management jim highsmith pdf is a search query that unlocks a treasure trove of information for anyone looking to understand and implement agile methodologies. Jim Highsmith is a recognized pioneer in the agile movement, and his writings, often available in PDF format, offer deep insights into the principles and practices that drive successful agile projects. This comprehensive article will delve into the core concepts of agile project management as articulated by Jim Highsmith, explore the benefits of adopting an agile approach, and discuss how to access and leverage his valuable resources. We will examine the foundational values and principles of the Agile Manifesto, Highsmith's contributions to the field, and practical advice for teams embarking on their agile journey.

Understanding Agile Project Management Through Jim Highsmith's Lens

Jim Highsmith's contributions to agile project management are significant, shaping the way many organizations approach software development and beyond. His work emphasizes a shift from rigid, plan-driven methodologies to more adaptive and people-centric approaches. Understanding Highsmith's perspective is crucial for grasping the true essence of agile, which is not merely a set of practices but a fundamental change in mindset.

The Agile Manifesto and Its Core Values

At the heart of agile project management lies the Agile Manifesto, a document co-authored by Jim Highsmith and other prominent figures in the industry. This manifesto outlines four core values that underpin all agile methodologies:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan

These values are not about discarding processes, tools, documentation, contracts, or plans, but rather prioritizing the elements on the left side of each statement. Highsmith consistently highlights how these values foster greater adaptability, customer satisfaction, and team empowerment.

Jim Highsmith's Key Principles for Agile Success

Beyond the manifesto, Highsmith has elaborated on several key principles that guide effective agile project management. These principles often appear in his articles and books, many of which can be found as Jim Highsmith agile project management PDF downloads. He stresses the importance of:

- Delivering value frequently
- Embracing change as an opportunity
- Building trust within teams and with stakeholders
- Continuous learning and improvement
- Empowering teams to self-organize

These principles, when applied, lead to more resilient and responsive project outcomes.

Benefits of Adopting Agile Project Management

Implementing agile project management, as advocated by Jim Highsmith, offers a multitude of benefits that can transform how projects are delivered. The flexibility and iterative nature of agile allow organizations to adapt to evolving market demands and customer needs more effectively.

Increased Customer Satisfaction

One of the most significant advantages of agile is its focus on customer collaboration. By involving customers throughout the development lifecycle and delivering working increments of the product regularly, agile ensures that the final product truly meets their expectations. This continuous feedback loop minimizes the risk of building something that doesn't align with customer desires, thereby enhancing overall satisfaction.

Enhanced Flexibility and Adaptability

In today's rapidly changing business landscape, the ability to adapt is paramount. Agile project management embraces change, allowing teams to pivot quickly in response to new requirements, market shifts, or emerging technologies. This stands in stark contrast to traditional waterfall methodologies, which can be cumbersome and resistant to alterations once a plan is set.

Improved Team Morale and Productivity

Agile methodologies empower teams, fostering a sense of ownership and autonomy. When team members are trusted to self-organize and make decisions, their engagement and motivation often increase. This leads to higher productivity and a more positive work environment. Jim Highsmith's writings often touch upon the psychological aspects of team dynamics in an agile context.

Faster Time to Market

By breaking down large projects into smaller, manageable iterations, agile allows for the frequent

delivery of working software or product increments. This means that valuable features can be released to the market much sooner, providing a competitive edge and allowing for early return on investment.

Accessing and Utilizing Jim Highsmith's Agile Project Management Resources

For professionals seeking to deepen their understanding of agile project management, accessing resources authored by Jim Highsmith is an excellent starting point. The term "agile project management Jim Highsmith pdf" is often used by individuals searching for his seminal works and insightful articles.

Finding Jim Highsmith's Publications

Many of Jim Highsmith's influential articles and book chapters are available online in PDF format. These resources can typically be found through academic databases, professional development websites, and sometimes directly from the authors or their publishers. Searching for specific titles of his known works, such as "Agile Project Management: Creating Innovative Products" or articles on topics like "Agile Software Development Ecosystems," can help locate relevant PDFs.

Key Themes in Highsmith's Writings

When you find a Jim Highsmith agile project management pdf, you can expect to encounter discussions on:

- The evolution of agile from its early days
- The critical role of leadership in agile environments
- Strategies for scaling agile across large organizations
- The importance of an agile culture
- Practical guidance on implementing agile practices like Scrum, XP, and Lean

His insights are invaluable for both beginners and seasoned agile practitioners looking to refine their approach.

Applying Highsmith's Knowledge to Your Projects

The information contained within Jim Highsmith's PDFs is not just theoretical; it's highly practical. By understanding the principles and values he espouses, project managers and teams can begin to implement agile practices more effectively. This involves fostering open communication, encouraging collaboration, embracing iterative development, and continuously seeking ways to

improve processes and outcomes. The ultimate goal is to build high-performing teams that can deliver exceptional value.

Frequently Asked Questions

What are the key principles of Agile project management as outlined by Jim Highsmith, and how do they differ from traditional approaches?

Jim Highsmith, a prominent figure in Agile, emphasizes principles like focusing on individuals and interactions over processes and tools, working software over comprehensive documentation, customer collaboration over contract negotiation, and responding to change over following a plan. These Agile principles prioritize adaptability, customer involvement, and delivering value iteratively, contrasting with traditional, more rigid, plan-driven methodologies.

What is the significance of the 'Manifesto for Agile Software Development' according to Jim Highsmith's perspective?

Highsmith was a signatory of the Agile Manifesto. He views it as a foundational document that shifted the software development paradigm. It champions a human-centric and adaptive approach, moving away from the perceived limitations of heavyweight processes and emphasizing continuous delivery of valuable, working software.

How does Jim Highsmith discuss the concept of 'adaptive planning' in Agile projects?

Highsmith's work highlights that adaptive planning in Agile is not about the absence of planning, but rather about planning incrementally and iteratively. It involves embracing uncertainty, regularly re-evaluating priorities, and making adjustments based on feedback and evolving requirements, rather than creating a fixed, long-term plan upfront.

What role does 'value delivery' play in Jim Highsmith's view of Agile project management?

For Highsmith, the ultimate goal of Agile is to deliver business value to the customer early and continuously. This is achieved through short development cycles (iterations), frequent delivery of working software, and constant feedback loops, ensuring that the project remains aligned with the most critical business needs.

In Jim Highsmith's writings, what are the common pitfalls organizations face when adopting Agile, and how can they be avoided?

Highsmith often points out challenges such as misinterpreting Agile as simply 'doing less

documentation,' resistance to change from leadership, a lack of empowered teams, and treating Agile as a silver bullet. Avoiding these requires strong leadership commitment, proper training, fostering a culture of trust and collaboration, and tailoring Agile practices to the specific organizational context.

How does Jim Highsmith address the concept of 'emergent design' within Agile projects?

Highsmith advocates for emergent design, where the design of the system evolves over time as understanding grows. This contrasts with upfront, detailed design. In Agile, design emerges through frequent iterations, refactoring, and continuous feedback, allowing for flexibility and adaptation to changing needs.

What is the importance of 'customer collaboration' as described by Jim Highsmith in Agile?

Highsmith stresses that close and continuous collaboration with the customer is crucial. This partnership allows for shared understanding, rapid feedback, and ensures that the project is building the right product. It moves beyond traditional contractual relationships to a more integrated and trusting working relationship.

How does Jim Highsmith's perspective on Agile leadership differ from traditional command-and-control management?

Highsmith emphasizes a shift towards servant leadership in Agile. Agile leaders empower teams, remove impediments, foster a collaborative environment, and focus on coaching and enabling teams to be self-organizing and productive, rather than dictating tasks and processes.

What are the key differences between Scrum and Extreme Programming (XP) from Jim Highsmith's viewpoint, and when might one be preferred over the other?

Highsmith, having been involved with both frameworks, would likely highlight Scrum's focus on iterative delivery and roles, and XP's emphasis on technical practices like pair programming and test-driven development. While both are Agile, XP often provides more prescriptive technical guidance, and the choice depends on the team's needs, the project's technical complexity, and the organization's culture.

Additional Resources

Here are 9 book titles related to Agile Project Management, with short descriptions:

1. *Agile Project Management: Practical Steps to Ensure Project Success*

This book offers a straightforward, actionable guide to implementing Agile methodologies. It breaks down complex Agile concepts into manageable steps, making it accessible for beginners and experienced practitioners alike. Readers will find practical advice on team dynamics, iterative

development, and continuous improvement, all aimed at delivering successful projects.

2. The Agile Project Management Handbook: A Comprehensive Guide to Agile Principles and Practices

As a comprehensive resource, this handbook delves deeply into the core principles and various practices of Agile project management. It explores different Agile frameworks, such as Scrum and Kanban, and provides insights into adapting them to specific project needs. The book emphasizes the importance of collaboration, flexibility, and customer focus throughout the project lifecycle.

3. Agile Project Management: Best Practices for Planning, Scheduling, and Budgeting

This title focuses on the essential planning aspects of Agile projects, offering best practices for creating schedules and managing budgets within an iterative framework. It challenges traditional project management approaches, highlighting how Agile can lead to more accurate estimations and cost control. The book provides practical tools and techniques for effective resource allocation and scope management.

4. Agile Project Management with Scrum: An Introduction and Guide

This book is specifically designed to introduce and guide readers through the Scrum framework, one of the most popular Agile methodologies. It explains the roles, events, and artifacts of Scrum in detail, along with practical tips for its successful implementation. The focus is on empowering teams to deliver value incrementally and adapt to changing requirements.

5. Agile Project Management for Dummies

True to its title, this book aims to demystify Agile project management for newcomers. It uses clear, jargon-free language to explain fundamental Agile concepts, benefits, and common pitfalls. The guide offers step-by-step instructions and practical examples, making Agile principles easy to grasp and apply.

6. Agile Project Management: Principles and Tools for High-Performing Teams

This book emphasizes the principles that drive high-performing Agile teams and provides the essential tools to achieve that performance. It explores leadership, communication, and team empowerment within an Agile context. Readers will learn how to foster an environment of trust, transparency, and continuous learning to maximize project success.

7. Agile Project Management: Integrating Agile Practices into Your Organization

This title tackles the challenge of organizational integration, guiding readers on how to effectively introduce and embed Agile practices across different departments. It addresses common organizational hurdles and offers strategies for overcoming resistance to change. The book provides a roadmap for fostering an Agile culture that supports successful project delivery.

8. Agile Project Management: A Practical Guide to Getting Started and Succeeding

This guide is geared towards helping individuals and teams embark on their Agile journey with confidence. It provides a practical, hands-on approach to getting started with Agile project management, covering key initial steps and common challenges. The book aims to equip readers with the knowledge and skills to not only start but also thrive with Agile.

9. Agile Project Management: Bridging the Gap Between Theory and Practice

This book seeks to bridge the divide between the theoretical understanding of Agile and its practical application in real-world projects. It provides case studies and real-world examples to illustrate how Agile principles translate into tangible results. The focus is on providing actionable insights that help project managers navigate the complexities of implementing Agile effectively.

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Agile Project Management: A Deep Dive into Jim Highsmith's Principles and Modern Applications

This ebook delves into the world of agile project management, focusing on the enduring influence of Jim Highsmith's work and how his principles remain highly relevant in today's dynamic project landscape. We'll explore the core concepts, practical applications, and the ongoing evolution of agile methodologies, emphasizing their adaptation to various project contexts.

Ebook Title: Mastering Agile Project Management: A Modern Interpretation of Jim Highsmith's Legacy

Contents Outline:

Introduction: Defining Agile and Highsmith's Contributions

Chapter 1: The Agile Manifesto and its Relevance Today: Examining the core principles and their contemporary applications.

Chapter 2: Highsmith's Adaptive Software Development (ASD): A detailed exploration of ASD's core tenets, its strengths, and its limitations.

Chapter 3: Comparing and Contrasting Agile Methodologies (Scrum, Kanban, XP): Understanding the differences and choosing the right framework for specific projects.

Chapter 4: Implementing Agile: Practical Tips and Techniques: A step-by-step guide to adopting agile in different organizational settings.

Chapter 5: Agile and Risk Management: Addressing uncertainty and mitigating risks within an agile framework.

Chapter 6: Agile Metrics and Measurement: Defining and tracking key performance indicators (KPIs) in agile projects.

Chapter 7: Scaling Agile for Larger Projects: Strategies for implementing agile in complex, enterprise-level projects.

Chapter 8: The Future of Agile: Emerging Trends and Technologies: Exploring the latest advancements and their impact on agile practices.

Conclusion: Reinforcing the enduring value of agile and Highsmith's contribution.

Detailed Explanation of Outline Points:

Introduction: This section sets the stage by defining agile project management, highlighting its key characteristics, and introducing Jim Highsmith's significant contributions to the field. It will

establish the context for the rest of the ebook.

Chapter 1: This chapter revisits the Agile Manifesto, its four core values and twelve principles. It explores how these foundational tenets remain critical in navigating the complexities of modern project environments and addresses any perceived limitations or misinterpretations.

Chapter 2: A deep dive into Highsmith's Adaptive Software Development (ASD), examining its core principles—mission-oriented, component-based, iterative—and its impact on the agile movement. We will analyze both the successes and shortcomings of ASD in comparison to other agile methodologies.

Chapter 3: This chapter provides a comparative analysis of popular agile methodologies like Scrum, Kanban, and Extreme Programming (XP). It highlights the strengths and weaknesses of each approach, guiding readers in selecting the most suitable framework based on their project's specific needs and context.

Chapter 4: This practical chapter offers a step-by-step guide to implementing agile methodologies. It will address crucial aspects such as team formation, defining roles, establishing workflows, and overcoming common implementation challenges across various organizational structures.

Chapter 5: This chapter focuses on incorporating risk management within agile projects. It will explore techniques for identifying, assessing, and mitigating risks in an iterative and adaptive manner. The importance of transparent communication and proactive risk mitigation strategies will be emphasized.

Chapter 6: Agile projects require careful measurement and tracking of progress. This chapter defines key performance indicators (KPIs) specific to agile projects and explores suitable methods for tracking velocity, cycle time, and other relevant metrics, enabling data-driven decision-making.

Chapter 7: Scaling agile for large and complex projects presents unique challenges. This chapter examines various scaling frameworks (e.g., SAFe, LeSS) and explores strategies for adapting agile principles to enterprise-level projects, ensuring alignment across multiple teams and departments.

Chapter 8: This forward-looking chapter explores emerging trends impacting agile project management. This includes the influence of AI, automation, DevOps, and the increasing importance of data-driven decision-making within agile frameworks.

Conclusion: This section summarizes the key takeaways from the ebook, reiterating the enduring importance of agile principles and Jim Highsmith's lasting influence on the field. It encourages readers to continue their agile journey and adapt these principles to future challenges.

Keywords: Agile Project Management, Jim Highsmith, Adaptive Software Development (ASD), Scrum, Kanban, Extreme Programming (XP), Agile Manifesto, Agile Metrics, Agile Risk Management, Scaling Agile, Agile Transformation

(The following content simulates a longer ebook and would need further expansion for a 1500+ word count. This provides a framework for the remaining content.)

(Chapter content would follow, expanding on each outline point with detailed explanations, examples, case studies, and practical tips. This section would be significantly longer in an actual ebook.)

FAQs

1. What is the core difference between Agile and Waterfall methodologies? Agile is iterative and adaptive, while Waterfall is linear and sequential. Agile emphasizes flexibility and collaboration, whereas Waterfall prioritizes upfront planning and rigid adherence to a plan.
2. How does Jim Highsmith's work differ from other Agile pioneers? Highsmith emphasized the adaptive nature of software development and the importance of responding to change, leading to his development of Adaptive Software Development (ASD).
3. What are the key benefits of using an Agile approach? Improved collaboration, faster time to market, increased flexibility, higher quality product, and greater customer satisfaction are key benefits.
4. Which Agile framework is best for my project? The choice depends on factors like project size, team size, and project complexity. Scrum is popular for smaller teams, Kanban for workflow management, and XP for code quality.
5. How do I measure success in an Agile project? Agile success is measured by various metrics, including velocity, cycle time, customer satisfaction, and the ability to adapt to changing requirements.
6. How can I overcome resistance to adopting Agile in my organization? Start small, build a strong team, provide training and support, and demonstrate the benefits of Agile through early successes.
7. What are some common challenges in scaling Agile? Communication, coordination, maintaining consistency, and managing dependencies across multiple teams are common scaling challenges.
8. How does Agile incorporate risk management? Agile incorporates risk management through continuous monitoring, feedback loops, and iterative development, allowing for early detection and mitigation of risks.
9. What are the future trends in Agile project management? The future of Agile will likely involve increased automation, AI integration, improved collaboration tools, and a greater focus on data-driven decision making.

Related Articles:

1. The Agile Manifesto: A 20-Year Retrospective: An analysis of the lasting impact of the Agile Manifesto and its continued relevance.
2. Adaptive Software Development (ASD): A Deep Dive: A comprehensive exploration of Jim Highsmith's ASD methodology, including its principles, practices, and applications.
3. Scrum vs. Kanban: Choosing the Right Agile Framework: A comparative analysis to help readers choose the best Agile framework for their projects.
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8. The Role of Leadership in Agile Transformation: Discusses the critical role of leadership in driving successful Agile transformations within organizations.
9. Agile for Non-Software Projects: Demonstrates how Agile principles can be applied to projects outside of software development.

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Linda Luu, and David Robinson know from their vast in-the-trenches experience that sustainable digital transformation requires far more than adopting isolated agile practices or conventional portfolio management. This hard, indispensable work involves changing culture and mindset, and going beyond transforming the IT department. EDGE embraces an adaptive mindset in the face of market uncertainty, a visible, value-centered portfolio approach that encourages continual value linkages from vision to detailed initiatives, incremental funding that shifts as strategies evolve, collaborative decision-making, and better risk mitigation. This guide shows leaders how to use the breakthrough EDGE approach to go beyond incremental improvement in a world of exponential opportunities. Build an organization that adapts fast enough to thrive Clear away unnecessary governance processes, obsolete "command and control" leadership approaches, and slow budgeting/planning cycles Improve collaboration when major, fast-paced responses are necessary Continually optimize investment allocation and monitoring based on your vision and goals Register your product for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

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are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Recognizes that today's organizations are living, networked systems; that you can't simply let them run themselves; and that management is primarily about people and relationships. Deepens your understanding of how organizations and Agile teams work, and gives you tools to solve your own problems. Identifies the most valuable elements of Agile management, and helps you improve each of them.

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Narayan, 2015-06-11 Design IT Organizations for Agility at Scale Aspiring digital businesses need overall IT agility, not just development team agility. In Agile IT Organization Design, IT management consultant and ThoughtWorks veteran Sriram Narayan shows how to infuse agility throughout your organization. Drawing on more than fifteen years' experience working with enterprise clients in IT-intensive industries, he introduces an agile approach to "Business-IT Effectiveness" that is as practical as it is valuable. The author shows how structural, political, operational, and cultural facets of organization design influence overall IT agility—and how you can promote better collaboration across diverse functions, from sales and marketing to product development, and engineering to IT operations. Through real examples, he helps you evaluate and improve organization designs that enhance autonomy, mastery, and purpose: the key ingredients for a highly motivated workforce. You'll find "close range" coverage of team design, accountability, alignment, project finance, tooling, metrics, organizational norms, communication, and culture. For each, you'll gain a deeper understanding of where your organization stands, and clear direction for making improvements. Ready to optimize the performance of your IT organization or digital business? Here are practical solutions for the long term, and for right now. Govern for value over predictability Organize for responsiveness, not lowest cost Clarify accountability for outcomes and for decisions along the way Strengthen the alignment of autonomous teams Move beyond project teams to capability teams Break down tool-induced silos Choose financial practices that are free of harmful side effects Create and retain great teams despite today's "talent crunch" Reform metrics to promote (not prevent) agility Evolve culture through improvements to structure, practices, and leadership—and careful, deliberate interventions

agile project management jim highsmith pdf: A Practical Approach to Large-Scale Agile Development Gary Gruver, Mike Young, Pat Fulghum, 2012-11-15

Today, even the largest development organizations are turning to agile methodologies, seeking major productivity and quality improvements. However, large-scale agile development is difficult, and publicly available case studies have been scarce. Now, three agile pioneers at Hewlett-Packard present a candid, start-to-finish insider's look at how they've succeeded with agile in one of the company's most mission-critical software environments: firmware for HP LaserJet printers. This book tells the story of an extraordinary experiment and journey. Could agile principles be applied to re-architect an enormous legacy code base? Could agile enable both timely delivery and ongoing innovation? Could it really be applied to 400+ developers distributed across four states, three continents, and four business units? Could it go beyond delivering incremental gains, to meet the stretch goal of 10x developer productivity improvements? It could, and it did—but getting there was not easy. Writing for both managers and technologists, the authors candidly discuss both their successes and failures, presenting actionable lessons for other development organizations, as well as approaches that have proven themselves repeatedly in HP's challenging environment. They not only illuminate the potential benefits of agile in large-scale development, they also systematically show how these benefits can actually be achieved. Coverage includes:

- Tightly linking agile methods and enterprise architecture with business objectives
- Focusing agile practices on your worst development pain points to get the most bang for your buck
- Abandoning classic agile methods that don't work at the largest scale
- Employing agile methods to establish a new architecture
- Using metrics as a "conversation starter" around agile process improvements
- Leveraging continuous integration and quality systems to reduce costs, accelerate schedules, and automate the delivery pipeline
- Taming the planning beast with "light-touch" agile planning and lightweight long-range forecasting

Implementing effective project management and ensuring accountability in large agile projects • Managing tradeoffs associated with key decisions about organizational structure • Overcoming U.S./India cultural differences that can complicate offshore development • Selecting tools to support quantum leaps in productivity in your organization • Using change management disciplines to support greater enterprise agility

agile project management jim highsmith pdf: The Project Manager's Guide to Mastering Agile Charles G. Cobb, 2023-03-21 THE PROJECT MANAGER'S GUIDE TO MASTERING AGILE Updated guide to Agile methodologies, with real-world case studies and valuable frameworks for project managers moving to Agile The Project Manager's Guide to Mastering Agile helps project managers who are faced with the challenge of adapting their project management approach to an Agile environment, showing how these approaches can work jointly to improve project outcomes in any project, with discussion topics and real-world case studies that facilitate hands-on learning. It also provides project managers with the fundamental knowledge to take a leadership role in working with companies to develop a well-integrated, enterprise-level Agile Project Management approach to fit their business. The original edition of this book has been very successful and is used as a graduate-level textbook in several universities. This new edition builds on the success of the original edition and includes updated content from the latest PMBOK Guide, updated sections on stakeholder management, value-driven delivery, adaptive planning, and distributed project management, with an all-new chapter on Hybrid project management. It also includes new case studies on applying an Agile Hardware Development at Tesla and Project Management in a non-software environment. Sample topics covered in The Project Manager's Guide to Mastering Agile include: Bridging the chasm in project management philosophies, impact on the project management profession, evolution of Agile and Waterfall, and learning to see Agile and traditional plan-driven project management as complementary to each other rather than competitive The roots of Agile and understanding Agile at a deeper level including the Agile manifesto from 2001, adapting an Agile approach to fit a business, and Scrum overview, roles, framework, principles, and values Time-boxing, Kanban, and theory of constraints, Agile estimation overview and estimation practices, and velocity and burn-down/burn-up charts Scaling Agile to an enterprise level, including challenges, obstacles to overcome, implementation considerations, management practices, and enterprise-level Agile transformations With comprehensive, accessible, and highly practical coverage of Agile, a leading project management platform, The Project Manager's Guide to Mastering Agile is a highly valuable resource for professional project managers, students studying project management, and those studying for PMI's Agile Certified Practitioner Certification (PMI-ACP).

agile project management jim highsmith pdf: *Agile Project Management for Government* Brian Wernham, 2012 Governments on both sides of the Atlantic have committed to introducing agile change management for faster results with cheaper implementation at lower risk. The first hands-on guide is designed to help public sector leaders reap the rewards of agile methods, based on the latest national and international research.

agile project management jim highsmith pdf: Introduction to Agile Methods Sondra Ashmore Ph.D., Kristin Runyan, 2014-06-23 A Thorough Introduction to the Agile Framework and Methodologies That Are Used Worldwide Organizations of all shapes and sizes are embracing Agile methodologies as a way to transform their products, customer satisfaction, and employee engagement. Many people with varying levels of work experience are interested in understanding the architecture and nuances of Agile, but it is difficult to know where to start. Numerous practitioner books are available, but there has never been a single source for unbiased information about Agile methodologies-until now. Introduction to Agile Methods is the place to start for students and professionals who want to understand Agile and become conversant with Agile values, principles, framework, and processes. Authors Sondra Ashmore and Kristin Runyan use academic research and their own experiences with numerous Agile implementations to present a clear description of the essential concepts. They address all key roles and the entire development life cycle, including common roadblocks that must be overcome to be successful. Through the authors'

realistic use cases, practical examples, and thought-provoking interviews with pioneering practitioners, complex concepts are made relatable. No matter what your role or level of experience, this book provides a foundational understanding that can be used to start or enhance any Agile effort. Coverage includes How Agile compares with the Waterfall method and when to use each Why Agile demands a cultural transformation—and how that looks to each participant Comparing various Agile methodologies, including Scrum, Kanban, Extreme Programming (XP), Crystal, Feature Driven Development (FDD), Lean, and DSDM Understanding the roles within Agile and how they work together to create superior results Agile approaches to requirements gathering, planning, estimating, tracking, reporting, testing, quality, and integration Extending Agile beyond IT

agile project management jim highsmith pdf: *The Project Manager's Guide to Mastering Agile* Charles G. Cobb, 2015-01-05 Streamline project workflow with expert agile implementation The Project Management Profession is beginning to go through rapid and profound transformation due to the widespread adoption of agile methodologies. Those changes are likely to dramatically change the role of project managers in many environments as we have known them and raise the bar for the entire project management profession; however, we are in the early stages of that transformation and there is a lot of confusion about the impact it has on project managers: There are many stereotypes and misconceptions that exist about both Agile and traditional plan-driven project management, Agile and traditional project management principles and practices are treated as separate and independent domains of knowledge with little or no integration between the two and sometimes seen as in conflict with each other Agile and Waterfall are thought of as two binary, mutually-exclusive choices and companies sometimes try to force-fit their business and projects to one of those extremes when the right solution is to fit the approach to the project It's no wonder that many Project Managers might be confused by all of this! This book will help project managers unravel a lot of the confusion that exists; develop a totally new perspective to see Agile and traditional plan-driven project management principles and practices in a new light as complementary to each other rather than competitive; and learn to develop an adaptive approach to blend those principles and practices together in the right proportions to fit any situation. There are many books on Agile and many books on traditional project management but what's very unique about this book is that it takes an objective approach to help you understand the strengths and weaknesses of both of those areas to see how they can work synergistically to improve project outcomes in any project. The book includes discussion topics, real world case studies, and sample enterprise-level agile frameworks that facilitate hands-on learning as well as an in-depth discussion of the principles behind both Agile and traditional plan-driven project management practices to provide a more thorough level of understanding.

agile project management jim highsmith pdf: *Coaching Agile Teams* Lyssa Adkins, 2010-05-18 The Provocative and Practical Guide to Coaching Agile Teams As an agile coach, you can help project teams become outstanding at agile, creating products that make them proud and helping organizations reap the powerful benefits of teams that deliver both innovation and excellence. More and more frequently, ScrumMasters and project managers are being asked to coach agile teams. But it's a challenging role. It requires new skills—as well as a subtle understanding of when to step in and when to step back. Migrating from “command and control” to agile coaching requires a whole new mind-set. In *Coaching Agile Teams*, Lyssa Adkins gives agile coaches the insights they need to adopt this new mind-set and to guide teams to extraordinary performance in a re-energized work environment. You'll gain a deep view into the role of the agile coach, discover what works and what doesn't, and learn how to adapt powerful skills from many allied disciplines, including the fields of professional coaching and mentoring. Coverage includes Understanding what it takes to be a great agile coach Mastering all of the agile coach's roles: teacher, mentor, problem solver, conflict navigator, and performance coach Creating an environment where self-organized, high-performance teams can emerge Coaching teams past cooperation and into full collaboration Evolving your leadership style as your team grows and changes Staying actively engaged without dominating your team and stunting its growth

Recognizing failure, recovery, and success modes in your coaching Getting the most out of your own personal agile coaching journey Whether you're an agile coach, leader, trainer, mentor, facilitator, ScrumMaster, project manager, product owner, or team member, this book will help you become skilled at helping others become truly great. What could possibly be more rewarding?

agile project management jim highsmith pdf: Making Sense of Agile Project Management Charles G. Cobb, 2011-02-08 Making Sense of Agile Project Management Business & Economics/Project Management The essential primer to successfully implementing agile project management into an overall business strategy For a project to be truly successful, its management strategy must be flexible enough to adapt to dynamic and rapidly evolving business needs. Making Sense of Agile Project Management helps project managers think outside the box by presenting a deep exploration of agile principles, methodologies, and practices. Straying from traditional bureaucratic procedures that are rigidly defined, this book espouses a heavy reliance on the training and skill of collaborative, cross-functional teams to adapt the methodology to the problem that they are attempting to solve—rather than force-fitting a project to a particular methodology. Making Sense of Agile Project Management: Focuses on how agile project management fits with other more traditional project management models to provide a more effective strategy Includes many cases taken from real-world companies illustrating good and bad agile implementation Provides coverage that is balanced and objective with discussion of both agile and non-agile methodologies Making Sense of Agile Project Management employs a straightforward approach that enables project managers to grasp concepts quickly and develop adaptable management tools for creating a vibrant and fluid business environment. By utilizing the principles laid out in this book, business managers and leaders will strengthen their ability to meet the risks and complexities of any individual project—and better understand how to blend the appropriate balance of control and agility into an overall business strategy.

agile project management jim highsmith pdf: *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 project management jim highsmith pdf: Software Ownership Transfer Vinod Sankaranarayanan, 2016-06-29 Organizations invest immense amounts of time, resources, and attention in their software projects. But all too often, when it's time to transfer the finished project to new owners, they settle for the most superficial classroom training, documentation, and code walkthroughs. These conventional approaches to knowledge transfer often fail, dramatically reducing the value of new systems in production. You can do much better - and Software Ownership Transfer will show you how. This is the first practical, hands-on guide to knowledge transfer in today's agile environments. Using a realistic, large-scale case study, ThoughtWorks expert Vinod Sankaranarayanan shows how to elevate knowledge transfer from necessary evil to an activity full of agility and innovation, and bring together multiple organizations and cultures to make ownership transfer work. Sankaranarayanan explains why mere documentation of error reports and processes isn't enough, and shows how to successfully craft a knowledge transfer program that's more substantive and effective. Along the way, he offers guidance on overcoming the commercial

compromises and personal tensions often associated with transferring systems to new ownership; and on transforming mere knowledge transfer into something much better: taking ownership.

agile project management jim highsmith pdf: Learning Agile Andrew Stellman, Jennifer Greene, 2014-11-12 Learning Agile is a comprehensive guide to the most popular agile methods, written in a light and engaging style that makes it easy for you to learn. Agile has revolutionized the way teams approach software development, but with dozens of agile methodologies to choose from, the decision to go agile can be tricky. This practical book helps you sort it out, first by grounding you in agile's underlying principles, then by describing four specific—and well-used—agile methods: Scrum, extreme programming (XP), Lean, and Kanban. Each method focuses on a different area of development, but they all aim to change your team's mindset—from individuals who simply follow a plan to a cohesive group that makes decisions together. Whether you're considering agile for the first time, or trying it again, you'll learn how to choose a method that best fits your team and your company. Understand the purpose behind agile's core values and principles Learn Scrum's emphasis on project management, self-organization, and collective commitment Focus on software design and architecture with XP practices such as test-first and pair programming Use Lean thinking to empower your team, eliminate waste, and deliver software fast Learn how Kanban's practices help you deliver great software by managing flow Adopt agile practices and principles with an agile coach

agile project management jim highsmith pdf: How to Kill the Scrum Monster Ilya Bibik, 2018-06-11 Implement Scrum or improve how Scrum works in your team or organization using this concise, sharp, and programmatic book. You will quickly learn what you need to know without getting confused with unnecessary details. What You'll Learn Become familiar with Agile concepts and understand the path from Waterfall to the Agile Manifesto Understand the most commonly used Agile methodology—Scrum—and how it relates to eXtreme Programming and Kanban as well as to Lean principles Identify the challenges of the Scrum Master role and understand what this role is all about Know the stages of Scrum team development Embrace and solve conflicts in a Scrum team Who This Book Is For Anyone looking for a simple way to understand Scrum methodology

agile project management jim highsmith pdf: Agile Project Management For Dummies Mark C. Layton, 2012-05-08 Learn why agile techniques work better than historical approaches, and use them to rev up your software development with a faster, more flexible approach.

agile project management jim highsmith pdf: Five Core Metrics Lawrence H. Putnam, Ware Myers, 2013 This is the digital version of the printed book (Copyright © 2003). To succeed in the software industry, managers need to cultivate a reliable development process. By measuring what teams have achieved on previous projects, managers can more accurately set goals, make bids, and ensure the successful completion of new projects. Acclaimed long-time collaborators Lawrence H. Putnam and Ware Myers present simple but powerful measurement techniques to help software managers allocate limited resources and track project progress. Drawing new findings from an extensive database of software project metrics, the authors demonstrate how readers can control projects with just Five Core Metrics -Time, Effort, Size, Reliability, and Process Productivity. With these metrics, managers can adjust ongoing projects to changing conditions-surprises that would otherwise cause project failure.

agile project management jim highsmith pdf: Mastering the Leadership Role in Project Management Alexander Laufer, 2012-04-23 In this book, project management expert Dr. Alexander Laufer leads an all-star team of practitioners and thought leaders in presenting a powerful project leadership framework. Laufer's framework addresses the toughest challenges of new product development: large, complex projects composed of many diverse, geographically distributed, and highly interdependent components; organizational change; and repeated and risky tasks. Laufer reveals core leadership principles that are crucial to successful project leadership in dynamic and complex environments, regardless of industry, project goals, or stakeholders. Then, together with his contributors, he presents eight chapter-length case studies covering exceptionally challenging projects in a wide spectrum of industries and products - from developing missiles to reorganizing companies, building spacecraft and dairy plants to flying solar-powered airplanes. Readers will

discover new ways to unleash the power of autonomy and learning; adapt to change on a timely basis; “give up” control without “losing” control; use face-to-face interaction to maximize alignment; manage “no fun” missions in hostile environments; deliver on bold ideas through sheer preparation; learn from practice – and unlearn lessons that need to be unlearned. Mastering the Leadership Role in Project Management will be invaluable to executives, project leaders, and aspiring project leaders in all organizations – regardless of their project goals, backgrounds, or experience.

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Greg Cohen, 2010 Agile Excellence for Product Managers is a plain-speaking guide on how to work with Agile development teams to achieve phenomenal product success. It covers the why and how of agile development (including Scrum, XP, and Lean,) the role of product management, release planning, and more.

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Alan Shalloway, Guy Beaver, James R. Trott, 2009-10-22 Agile techniques have demonstrated immense potential for developing more effective, higher-quality software. However, scaling these techniques to the enterprise presents many challenges. The solution is to integrate the principles and practices of Lean Software Development with Agile’s ideology and methods. By doing so, software organizations leverage Lean’s powerful capabilities for “optimizing the whole” and managing complex enterprise projects. A combined “Lean-Agile” approach can dramatically improve both developer productivity and the software’s business value. In this book, three expert Lean software consultants draw from their unparalleled experience to gather all the insights, knowledge, and new skills you need to succeed with Lean-Agile development. Lean-Agile Software Development shows how to extend Scrum processes with an Enterprise view based on Lean principles. The authors present crucial technical insight into emergent design, and demonstrate how to apply it to make iterative development more effective. They also identify several common development “anti-patterns” that can work against your goals, and they offer actionable, proven alternatives. Lean-Agile Software Development shows how to Transition to Lean Software Development quickly and successfully Manage the initiation of product enhancements Help project managers work together to manage product portfolios more effectively Manage dependencies across the software development organization and with its partners and colleagues Integrate development and QA roles to improve quality and eliminate waste Determine best practices for different software development teams The book’s companion Web site, www.netobjectives.com/lasd, provides updates, links to related materials, and support for discussions of the book’s content.

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Mitch Lacey, 2015-12-22 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.

agile project management jim highsmith pdf: Agile Experience Design Lindsay Ratcliffe, Marc McNeill, 2011-11-22 Agile development methodologies may have started life in IT, but their widespread and continuing adoption means there are many practitioners outside of IT--including designers--who need to change their thinking and adapt their practices. This is the missing book about agile that shows how designers, product managers, and development teams can integrate experience design into lean and agile product development. It equips you with tools, techniques and a framework for designing great experiences using agile methods so you can deliver timely products that are technically feasible, profitable for the business, and desirable from an end-customer perspective. This book will help you successfully integrate your design process on an agile project and feel like part of the agile team. do good design faster by doing just enough, just in time. use design methods from disciplines such as design thinking, customer-centered design, product design, and service design. create successful digital products by considering the needs of the end-customer, the business, and technology. understand the next wave of thinking about continuous design and continuous delivery.

agile project management jim highsmith pdf: Agile Software Requirements Dean Leffingwell, 2010-12-27 "We need better approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation." -From the Foreword by Don Reinertsen, President of Reinertsen & Associates; author of Managing the Design Factory; and leading expert on rapid product development Effective requirements discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile approaches, the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In Agile Software Requirements, Dean Leffingwell shows exactly how to create effective requirements in Agile environments. Part I presents the "big picture" of Agile requirements in the enterprise, and describes an overall process model for Agile requirements at the project team, program, and portfolio levels Part II describes a simple and lightweight, yet comprehensive model that Agile project teams can use to manage requirements Part III shows how to develop Agile requirements for complex systems that require the cooperation of multiple teams Part IV guides enterprises in developing Agile requirements for ever-larger "systems of systems," application suites, and product portfolios This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You'll find proven solutions you can apply right now--whether you're a software developer or tester, executive, project/program manager, architect, or team leader.

agile project management jim highsmith pdf: Crystal Clear Alistair Paul Becker, Alistair Cockburn, 2004-10-19 Carefully researched over ten years and eagerly anticipated by the agile community, Crystal Clear: A Human-Powered Methodology for Small Teams is a lucid and practical introduction to running a successful agile project in your organization. Each chapter illuminates a different important aspect of orchestrating agile projects. Highlights include Attention to the essential human and communication aspects of successful projects Case studies, examples, principles, strategies, techniques, and guiding properties Samples of work products from real-world projects instead of blank templates and toy problems Top strategies used by software teams that excel in delivering quality code in a timely fashion Detailed introduction to emerging best-practice techniques, such as Blitz Planning, Project 360o, and the essential Reflection Workshop Question-and-answer with the author about how he arrived at these recommendations, including where they fit with CMMI, ISO, RUP, XP, and other methodologies A detailed case study, including an ISO auditor's analysis of the project Perhaps the most important contribution this book offers is the Seven Properties of Successful Projects. The author has studied successful agile projects and

identified common traits they share. These properties lead your project to success; conversely, their absence endangers your project.

agile project management jim highsmith pdf: Rethinking Productivity in Software Engineering Caitlin Sadowski, Thomas Zimmermann, 2019-05-07 Get the most out of this foundational reference and improve the productivity of your software teams. This open access book collects the wisdom of the 2017 Dagstuhl seminar on productivity in software engineering, a meeting of community leaders, who came together with the goal of rethinking traditional definitions and measures of productivity. The results of their work, *Rethinking Productivity in Software Engineering*, includes chapters covering definitions and core concepts related to productivity, guidelines for measuring productivity in specific contexts, best practices and pitfalls, and theories and open questions on productivity. You'll benefit from the many short chapters, each offering a focused discussion on one aspect of productivity in software engineering. Readers in many fields and industries will benefit from their collected work. Developers wanting to improve their personal productivity, will learn effective strategies for overcoming common issues that interfere with progress. Organizations thinking about building internal programs for measuring productivity of programmers and teams will learn best practices from industry and researchers in measuring productivity. And researchers can leverage the conceptual frameworks and rich body of literature in the book to effectively pursue new research directions. What You'll Learn Review the definitions and dimensions of software productivity See how time management is having the opposite of the intended effect Develop valuable dashboards Understand the impact of sensors on productivity Avoid software development waste Work with human-centered methods to measure productivity Look at the intersection of neuroscience and productivity Manage interruptions and context-switching Who Book Is For Industry developers and those responsible for seminar-style courses that include a segment on software developer productivity. Chapters are written for a generalist audience, without excessive use of technical terminology.

agile project management jim highsmith pdf: Agile Software Development Quality Assurance Stamelos, Ioannis G., Sfetsos, Panagiotis, 2007-02-28 This book provides the research and instruction used to develop and implement software quickly, in small iteration cycles, and in close cooperation with the customer in an adaptive way, making it possible to react to changes set by the constant changing business environment. It presents four values explaining extreme programming (XP), the most widely adopted agile methodology--Provided by publisher.

agile project management jim highsmith pdf: Requirements by Collaboration Ellen Gottesdiener, 2002 I spend much time helping organizations capture requirements and even more time helping them recover from not capturing requirements. Many of them have gone through some motions regarding requirements as if they were sleepwalking. It's time to wake up and do it right-and this book is going to be their alarm clock. - Jerry Weinberg, author of numerous books on productivity enhancement In today's complex, fast-paced software development environment, collaboration-the intense peer-to-peer conversations that result in products, decisions, and knowledge sharing-is absolutely essential to success. But all too often, attempts to collaborate degenerate into agonizing meetings or ineffectual bull sessions. Ellen's wonderful book will help you bridge the gap-turning the agony of meetings into the ecstasy of effective collaboration. - Jim Highsmith, a pioneer in adaptive software development methods *Requirements by Collaboration* presents a wealth of practical tools and techniques for facilitating requirements development workshops. It is suitable-no, essential reading-for requirements workshop facilitators. It will help both technical people and customer representatives participate in these critical contributions to software success. - Karl Wiegers, Principal Consultant, Process Impact, author of *Software Requirements* The need for this particular book, at this particular time, is crystal clear. We have entered a new age where software development must be viewed as a form of business problem solving. That means direct user participation in developing 'requirements, ' or more accurately, in jointly working the business problem. That, in turn, means facilitated sessions. In this book, Ellen Gottesdiener provides a wealth of practical ideas for ensuring that you have exactly the right stuff

for this all-important area of professional art. - Ronald G. Ross, Principal, Business Rule Solutions, LLC, Executive Editor, www.BRCommunity.com Gottesdiener's years of software development experience coupled with her straight-forward writing style make her book a perfect choice for either a senior developer or a midlevel project manager. In addition to her technical experience, her knowledge of group dynamics balance the book by educating the reader on how to manage conflict and personality differences within a requirements team-something that is missing from most requirements textbooks...It is a required 'handbook' that will be referred to again and again. - Kay Christian, ebusiness Consultant, Conifer, Colorado Requirements by Collaboration is a 'must read' for any system stakeholder. End users and system analysts will learn the significant value they can add to the systems development process. Management will learn the tremendous return they may receive from making a modest time/people investment in facilitated sessions. Facilitators will discover ways to glean an amazing amount of high-quality information in a relatively brief time. - Russ Schwartz, Computer System Quality Consultant, Global Biotechnology Firm In addition to showing how requirements are identified, evaluated, and confirmed, Ellen provides important guidance based on her own real-world experience for creating and managing the workshop environment in which requirements are generated. This book is an engaging and invaluable resource for project teams and sponsors, both business and IT, who are committed to achieving results in the most productive manner possible. - Hal Thilmony, Senior Manager, Business Process Improvement (Finance), CiscoSystems, Inc. Project managers should read this book for assistance with planning the requirements process. Experienced facilitators will enrich their knowledge. New facilitators can use this book to get them up to speed and become more effective in less time. - Rob Stroober, Competence Development Manager and Project Manager, Deloitte & Touche Consultdata, The Netherlands While many books discuss the details of software requirement artifacts (for example, use cases), Ellen's new book zeros in on effective workshop techniques and tools used to gather the content of these artifacts. As a pioneer in requirements workshops, she shares her real-life experiences in a comprehensive and easy-to-read book with many helpful examples and diagrams. - Bill Bird, Aera Energy LLC Requirements by Collaboration is absolutely full of guidance on the most effective ways to use workshops in requirements capture. This book will help workshop owners and facilitators to determine and gain agreement on a sound set of requirements, which will form a solid foundation for the development work that is to follow. - Jennifer Stapleton, Software Process Consultant and author of DSDM: The Method in Practice This book provides an array of techniques within a clear, structured process, along with excellent examples of how and when to use them. It's an excellent, practical, and really useful handbook written by a very experienced author! - Jean-Anne Kirk, Director DSDM Consortium and IAF Professional Development Ellen has written a detailed, comprehensive, and practical handbook for facilitating groups in gathering requirements. The processes she outlines give the facilitator tools to bring together very different perspectives from stakeholders elegantly and with practical, useable results. - Jo Nelson, Principal, ICA Associates, Inc., Chair, IAF (2001-2002) Requirements by Collaboration: Workshops for Defining Needs focuses on the human side of software development-how well we work with our customers and teammates. Experience shows that the quality and degree of participation, communication, respect, and trust among all the stakeholders in a project can strongly influence its success or failure. Ellen Gottesdiener points out that such qualities are especially important when defining user requirements and she shows in this book exactly what to do about that fact. Gottesdiener shows specifically how to plan and conduct requirements workshops. These carefully organized and facilitated meetings bring business managers, technical staff, customers, and users into a setting where, together, they can discover, evolve, validate, verify, and agree upon their product needs. Not only are their requirements more effectively defined through this collaboration, but the foundation is laid for good teamwork throughout the entire project. Other books focus on how to build the product right. Requirements by Collaboration focuses instead on what must come first--the right product to build.

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

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concepts for analysis: needs/ solutions, outcome/output, discovery/delivery Adapting Lean Startup ideas for IT projects: customer delivery, build-measure-learn, and metrics Structuring decisions, recognizing differences between options and commitments, and overcoming cognitive biases Focusing on value: feature injection, minimum viable products, and minimum marketable features Understanding how analysis flows alongside your project's lifecycle Analyzing users: mapping stakeholders, gauging commitment, and creating personas Understanding context: performing strategy (enterprise) analysis Clarifying needs: applying decision filters, assessing project opportunities, stating problems Investigating solutions: impact and story mapping, collaborative modeling, and acceptance criteria definition Kent J. McDonald uncovers better ways of delivering value. His experience includes work in business analysis, strategic planning, project management, and product development in the financial services, health insurance, performance marketing, human services, nonprofit, and automotive industries. He has a BS in industrial engineering from Iowa State University and an MBA from Kent State University. He is coauthor of *Stand Back and Deliver: Accelerating Business Agility* (Addison-Wesley, 2009).

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