

More Agile Testing

More Agile Testing

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 The eBook edition of *More Agile Testing* also is available as part of a two-eBook collection, *The Agile Testing Collection* (9780134190624).

Agile Testing

Crispin and Gregory define agile testing and illustrate the tester's role with examples from real agile teams. They teach you how to use the agile testing quadrants to identify what testing is needed, who should do it, and what tools might help. The book chronicles an agile software development iteration from the viewpoint of a tester and explains the seven key success factors of agile testing.

The Agile Testing Collection

A Comprehensive Collection of Agile Testing Best Practices: Two Definitive Guides from Leading Pioneers Janet Gregory and Lisa Crispin haven’t just pioneered agile testing, they have also written two of the field’s most valuable guidebooks. Now, you can get both guides in one indispensable eBook collection: today’s must-have resource for all agile testers, teams, managers, and customers. Combining comprehensive best practices and wisdom contained in these two titles, *The Agile Testing Collection* will help you adapt agile testing to your environment, systematically improve your skills and processes, and strengthen engagement across your entire development team. The first title, *Agile Testing: A Practical Guide for Testers and Agile Teams*, defines the agile testing discipline and roles, and helps you choose, organize, and use the tools that will help you the most. Writing from the tester’s viewpoint, Gregory and Crispin chronicle an entire agile software development iteration, and identify and explain seven key success factors of agile testing. The second title, *More Agile Testing: Learning Journeys for the Whole Team*, addresses crucial emerging issues, shares evolved practices, and covers key issues that delivery teams want to learn more about. It offers powerful new insights into continuous improvement, scaling agile testing across teams and the enterprise, overcoming pitfalls of automation, testing in regulated environments, integrating DevOps practices, and testing mobile/embedded and business intelligence systems. The *Agile Testing Collection* will help you do all this and much more. Customize agile testing processes to your needs, and successfully transition to them Organize agile teams, clarify roles, hire new testers, and quickly bring them up to speed Engage testers in agile development, and help agile team members improve their testing skills Use tests and collaborate with business experts to plan features and guide development Design automated tests for superior reliability and easier maintenance Plan “just enough,” balancing small increments with larger feature sets and the entire system Test to identify and mitigate risks, and prevent future defects Perform exploratory testing using personas, tours, and test charters with session- and thread-based techniques Help testers, developers, and operations experts collaborate on shortening feedback cycles with continuous integration and delivery Both guides in this collection are thoroughly grounded in the authors’ extensive experience, and supported by examples from actual projects. Now, with both books integrated into a single, easily searchable, and cross-linked eBook, you can learn from their experience even more easily.

Agile Testing Essentials

"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.

Agile Testing

In an IT world in which there are differently sized projects, with different applications, differently skilled practitioners, and on-site, off-site, and off-shored development teams, it is impossible for there to be a one-size-fits-all agile development and testing approach. This book provides practical guidance for professionals, practitioners, and researchers faced with creating and rolling out their own agile testing processes. In addition to descriptions of the prominent agile methods, the book provides twenty real-world case studies of practitioners using agile methods and draws upon their experiences to propose your own agile method; whether yours is a small, medium, large, off-site, or even off-shore project, this book provides personalized guidance on the agile best practices from which to choose to create your own effective and efficient agile method.

Agile Testing Foundations

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.

Agile Testing

This book is written by testers for testers. In ten chapters, the authors provide answers to key questions in agile projects. They deal with cultural change processes for agile testing, with questions regarding the approach and organization of software testing, with the use of methods, techniques and tools, especially test automation, and with the redefined role of the tester in agile projects. The first chapter describes the cultural change brought about by agile development. In the second chapter, which addresses agile process models such as Scrum and Kanban, the authors focus on the role of quality assurance in agile development projects. The third chapter deals with the agile test organization and the positioning of testing in an agile team. Chapter 4 discusses the question of whether an agile tester should be a generalist or a specialist. In Chapter 5, the authors turn to the methods and techniques of agile testing, emphasizing the differences from traditional, phase-oriented testing. In Chapter 6, they describe which documents testers still need to create in an agile project. Next, Chapter 7 explains the efficient use of test automation, which is particularly important in agile development, as it is the main instrument for project acceleration and is necessary to support state-of-the-art DevOps approaches and Continuous Integration. Chapter 8 then adds examples from test tool practice extending test automation to include test management functionality. Chapter 9 is dedicated to training and its importance, emphasizing the role of employee training in getting started with agile development. Finally, Chapter 10 summarizes the results of the agile journey in general with a special focus on testing. To make the aspects described even more tangible, the specific topics of this book are accompanied by the description of experiences from concrete software development projects of various organizations. The examples demonstrate that different approaches can lead to solutions that meet the specific challenges of agile projects.

Software Testing and Continuous Quality Improvement, Third Edition

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.

User Stories Applied

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.

Explore It!

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 exploration 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.

Fifty Quick Ideas to Improve Your User Stories

This book will help you write better stories, spot and fix common issues, split stories so that they are smaller but still valuable, and deal with difficult stuff like crosscutting concerns, long-term effects and non-functional requirements. Above all, this book will help you achieve the promise of agile and iterative delivery: to ensure that the right stuff gets delivered through productive discussions between delivery team members and business stakeholders. Who is this book for? This is a book for anyone working in an iterative delivery environment, doing planning with user stories. The ideas in this book are useful both to people relatively new to user stories and those who have been working with them for years. People who work in software delivery, regardless of their role, will find plenty of tips for engaging stakeholders better and structuring iterative plans more effectively. Business stakeholders working with software teams will discover how to provide better information to their delivery groups,

how to set better priorities and how to outrun the competition by achieving more with less software. What's inside? Unsurprisingly, the book contains exactly fifty ideas. They are grouped into five major parts: - Creating stories: This part deals with capturing information about stories before they get accepted into the delivery pipeline. You'll find ideas about what kind of information to note down on story cards and how to quickly spot potential problems. - Planning with stories: This part contains ideas that will help you manage the big-picture view, set milestones and organise long-term work. - Discussing stories: User stories are all about effective conversations, and this part contains ideas to improve discussions between delivery teams and business stakeholders. You'll find out how to discover hidden assumptions and how to facilitate effective conversations to ensure shared understanding. - Splitting stories: The ideas in this part will help you deal with large and difficult stories, offering several strategies for dividing them into smaller chunks that will help you learn fast and deliver value quickly. - Managing iterative delivery: This part contains ideas that will help you work with user stories in the short and mid term, manage capacity, prioritise and reduce scope to achieve the most with the least software. About the authors: Gojko Adzic is a strategic software delivery consultant who works with ambitious teams to improve the quality of their software products and processes. Gojko's book Specification by Example was awarded the #2 spot on the top 100 agile books for 2012 and won the Jolt Award for the best book of 2012. In 2011, he was voted by peers as the most influential agile testing professional, and his blog won the UK agile award for the best online publication in 2010. David Evans is a consultant, coach and trainer specialising in the field of Agile Quality. David helps organisations with strategic process improvement and coaches teams on effective agile practice. He is regularly in demand as a conference speaker and has had several articles published in international journals.

ATDD by Example

With Acceptance Test-Driven Development (ATDD), business customers, testers, and developers can collaborate to produce testable requirements that help them build higher quality software more rapidly. However, ATDD is still widely misunderstood by many practitioners. ATDD by Example is the first practical, entry-level, hands-on guide to implementing and successfully applying it. ATDD pioneer Markus Gartner walks readers step by step through deriving the right systems from business users, and then implementing fully automated, functional tests that accurately reflect business requirements, are intelligible to stakeholders, and promote more effective development. Through two end-to-end case studies, Gartner demonstrates how ATDD can be applied using diverse frameworks and languages. Each case study is accompanied by an extensive set of artifacts, including test automation classes, step definitions, and full sample implementations. These realistic examples illuminate ATDD's fundamental principles, show how ATDD fits into the broader development process, highlight tips from Gartner's extensive experience, and identify crucial pitfalls to avoid. Readers will learn to Master the thought processes associated with successful ATDD implementation Use ATDD with Cucumber to describe software in ways businesspeople can understand Test web pages using ATDD tools Bring ATDD to Java with the FitNesse wiki-based acceptance test framework Use examples more effectively in Behavior-Driven Development (BDD) Specify software collaboratively through innovative workshops Implement more user-friendly and collaborative test automation Test more cleanly, listen to test results, and refactor tests for greater value If you're a tester, analyst, developer, or project manager, this book offers a concrete foundation for achieving real benefits with ATDD now-and it will help you reap even more value as you gain experience.

The Art of Agile Development

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

Testing in Scrum

These days, more and more software development projects are being carried out using agile methods like Scrum. Agile software development promises higher software quality, a shorter time to market, and improved focus on customer needs. However, the transition to working within an agile methodology is not easy. Familiar processes and procedures change drastically. Software testing and software quality assurance have a crucial role in ensuring that a software development team, department, or company successfully implements long-term agile development methods and benefits from this framework. This book discusses agile methodology from the perspective of software testing and software quality assurance management. Software development managers, project managers, and quality assurance managers will obtain tips and tricks on how to organize testing and assure quality so that agile projects maintain their impact. Professional certified testers and software quality assurance experts will learn how to work successfully within agile software teams and how best to integrate their expertise. Topics include: Agile methodology and classic process models How to plan an agile project Unit tests and test first approach Integration testing and continuous integration System testing and test nonstop Quality management and quality assurance Also included are five case studies from the manufacturing, online-trade, and software industry as well as test exercises for self-assessment. This book covers the new ISTQB Syllabus for Agile Software Testing and is a relevant resource for all students and trainees worldwide who plan to undertake this ISTQB certification.

Test-Driven Development

Agile methods are gaining more and more interest both in industry and in research. Many industries are transforming their way of working from traditional waterfall projects with long duration to more incremental, iterative and agile practices. At the same time, the need to evaluate and to obtain evidence for different processes, methods and tools has been emphasized. Lech Madeyski offers the first in-depth evaluation of agile methods. He presents in detail the results of three different experiments, including concrete examples of how to conduct statistical analysis with meta analysis or the SPSS package, using as evaluation indicators the number of acceptance tests passed (overall and per hour) and design complexity metrics. The book is appropriate for graduate students, researchers and advanced professionals in software engineering. It proves the real benefits of agile software development, provides readers with in-depth insights into experimental methods in the context of agile development, and discusses various validity threats in empirical studies.

Dear Evil Tester

Are you in charge of your own testing? Do you have the advice you need to advance your test approach? "Dear Evil Tester" contains advice about testing that you won't hear anywhere else. "Dear Evil Tester" is a three pronged publication designed to: -provoke not placate, -make you react rather than relax, -help you laugh not languish. Starting gently with the laugh out loud Agony Uncle answers originally published in 'The Testing Planet'. "Dear Evil Tester" then provides new answers, to never before published questions, that will hit your beliefs where they change. Before presenting you with essays that will help you unleash your own inner Evil Tester. With advice on automating, communication, talking at conferences, psychotherapy for testers, exploratory testing, tools, technical testing, and more. Dear Evil Tester randomly samples the Software Testing stumping ground before walking all over it. "Dear Evil Tester" is a revolutionary testing book for the mind which shows you an alternative approach to testing built on responsibility, control and laughter. Read what our early reviewers had to say: "Wonderful stuff there. Real deep." Rob Sabourin, @RobertASabourin Author of "I Am a Bug" "The more you know about software testing, the more you will find to amuse you." Dot Graham, @dorothygraham Author of "Experiences of Test Automation" "laugh-out-loud episodes" Paul Gerrard, @paul_gerrard Author of "The Tester's Pocketbook" "A great read for every Tester." Andy Glover, @cartoontester Author of "Cartoon Tester"

Agile Java™

Master Java 5.0 and TDD Together: Build More Robust, Professional Software Master Java 5.0, object-oriented design, and Test-Driven Development (TDD) by learning them together. Agile Java weaves all three into a single coherent approach to building professional, robust software systems. Jeff Langr shows exactly how Java and TDD integrate throughout the entire development lifecycle, helping you leverage today's fastest, most efficient development techniques from the very outset. Langr writes for every programmer, even those with little or no experience with Java, object-oriented development, or agile methods. He shows how to translate oral requirements into practical tests, and then how to use those tests to create reliable, high-performance Java code that solves real problems. Agile Java doesn't just teach the core features of the Java language: it presents coded test examples for each of them. This TDD-centered approach doesn't just lead to better code: it provides powerful feedback that will help you learn Java far more rapidly. The use of TDD as a learning mechanism is a landmark departure from conventional teaching techniques. Presents an expert overview of TDD and agile programming techniques from the Java developer's perspective Brings together practical best practices for Java, TDD, and OO design Walks through setting up Java 5.0 and writing your first program Covers all the basics, including strings, packages, and more Simplifies object-oriented concepts, including classes, interfaces, polymorphism, and inheritance Contains detailed chapters on exceptions and logging, math, I/O, reflection, multithreading, and Swing Offers seamlessly-integrated explanations of Java 5.0's key innovations, from generics to annotations Shows how TDD impacts system design, and vice versa Complements any agile or traditional methodology, including Extreme Programming (XP)

Lessons Learned in Software Testing

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

Specification by Example

Summary Specification by Example is an emerging practice for creating software based on realistic examples, bridging the communication gap between business stakeholders and the dev teams building the software. In this book, author Gojko Adzic distills interviews with successful teams worldwide, sharing how they specify, develop, and deliver software, without defects, in short iterative delivery cycles. About the Technology Specification by Example is a collaborative method for specifying requirements and tests. Seven patterns, fully explored in this book, are key to making the method effective. The method has four main benefits: it produces living, reliable documentation; it defines expectations clearly and makes validation efficient; it reduces rework; and, above all, it assures delivery teams and business stakeholders that the software that's built is right for its purpose. About the Book This book distills from the experience of leading teams worldwide effective ways to specify, test, and deliver software in short, iterative delivery cycles. Case studies in this book range from small web startups to large financial institutions, working in many processes including XP, Scrum, and Kanban. This book is written for developers, testers, analysts, and business people working together to build great software. Purchase of the print book comes with an offer of a free PDF, ePub, and Kindle eBook from Manning. Also available is all code from the book. What's Inside Common process patterns How to avoid bad practices Fitting SBE in your process 50+ case studies
===== Table of Contents Part 1 Getting started Part 2 Key process patterns Part 3 Case studies Key benefits Key process patterns
Living documentation Initiating the changes Deriving scope from goals Specifying collaboratively Illustrating using examples Refining the specification Automating validation without changing specifications Validating frequently Evolving a documentation system uSwitch RainStor Iowa Student Loan Sabre Airline Solutions ePlan Services Songkick Concluding thoughts

Developer Testing

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, components, 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

Experiences of Test Automation

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.

More Fearless Change

63 New and Updated Patterns for Driving and Sustaining Change “The hard part of change is enlisting the support of other people. Whether a top manager interested in improving your organization’s results or a lone developer promoting a better way of working, this book will give you tools and ideas to help accomplish your goal.” –George Dinwiddie, independent coach and consultant, iDIA Computing, LLC “Keep the patterns in this book and Fearless Change handy. ... These patterns transformed me from an ineffective ‘voice in the wilderness’ to a valued collaborator.” –Lisa Crispin, co-author (with Janet Gregory) of Agile Testing and More Agile Testing In their classic work, Fearless Change, Mary Lynn Manns and Linda Rising interviewed successful leaders of change, identified 48 patterns for implementing change in teams of all sizes, and demonstrated how to use these techniques effectively. Now, in More Fearless Change the authors reflect on all they’ve learned about their original patterns in the past decade, and introduce 15 powerful, new techniques—all extensively validated by change leaders worldwide. Manns and Rising teach strategies that appeal to each individual’s

logic (head), feelings (heart), and desire to contribute (hands)-the best way to motivate real change and sustain it for the long haul. Learn how to Focus on the best things you can achieve with limited resources Strategize to build flexible plans and go after low-hanging fruit Get help from the right people in the right ways Establish emotional connections that inspire motivation and imagination Create an “elevator pitch” that keeps everyone focused on what truly matters Build bridges, work with skeptics, soften resistance, and open minds Uncover easier paths towards change, and build on what already works Sustain momentum, provide time for reflection, and celebrate small successes More Fearless Change reflects a profound understanding of how real change happens: not instantaneously in response to top-down plans and demands, but iteratively, through small steps that teach from experience. Best of all, as thousands of change agents have already discovered, its patterns are easy to use-and they work.

Succeeding with Agile

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 distributed 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, multiteam 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.

The Agile Samurai

Printed in full color. Faced with a software project of epic proportions? Tired of over-committing and under-delivering? Enter the dojo of the agile samurai, where agile expert Jonathan Rasmusson shows you how to kick-start, execute, and deliver your agile projects. Combining cutting-edge tools with classic agile practices, The Agile Samurai gives you everything you need to deliver something of value every week and make rolling your software into production a non-event. Get ready to kick some software project butt. By learning the ways of the agile samurai you will discover: how to create plans and schedules your customer and your team can believe in what characteristics make a good agile team and how to form your own how to gather requirements in a fraction of the time using agile user stories what to do when you discover your schedule is wrong, and how to look like a pro correcting it how to execute fiercely by leveraging the power of agile software engineering practices By the end of this book you will know everything you need to set up, execute, and successfully deliver agile projects, and have fun along the way. If you're a project lead, this book gives you the tools to set up and lead your agile project from start to finish. If you are an analyst, programmer, tester, usability designer, or project manager, this book gives you the insight and foundation necessary to become a valuable agile team member. The Agile Samurai slices away the fluff and theory that make other books less-than-agile. It's packed with best practices, war stories, plenty of humor and hands-on tutorial exercises that will get you doing the right things, the right way. This book will make a difference.

Three Pillars of Agile Quality & Testing: Achieving Balanced Results in Your Journey Towards Agile Quality

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

Testing Business Ideas

A practical guide to effective business model testing 7 out of 10 new products fail to deliver on expectations. Testing Business Ideas aims to reverse that statistic. In the tradition of Alex Osterwalder's global bestseller Business Model Generation, this practical guide contains a library of hands-on techniques for rapidly testing new business ideas. Testing Business Ideas explains how systematically testing business ideas dramatically reduces the risk and increases the likelihood of success for any new venture or business project. It builds on the internationally popular Business Model Canvas and Value Proposition Canvas by integrating Assumptions Mapping and other powerful lean startup-style experiments. Testing Business Ideas uses an engaging 4-color format to:

- Increase the success of any venture and decrease the risk of wasting time, money, and resources on bad ideas
- Close the knowledge gap between strategy and experimentation/validation
- Identify and test your key business assumptions with the Business Model Canvas and Value Proposition Canvas

A definitive field guide to business model testing, this book features practical tips for making major decisions that are not based on intuition and guesses. Testing Business Ideas shows leaders how to encourage an experimentation mindset within their organization and make experimentation a continuous, repeatable process.

Growing Object-Oriented Software, Guided by Tests

Test-Driven Development (TDD) is now an established technique for delivering better software faster. TDD is based on a simple idea: Write tests for your code before you write the code itself. However, this "simple" idea takes skill and judgment to do well. Now there's a practical guide to TDD that takes you beyond the basic concepts. Drawing on a decade of experience building real-world systems, two TDD pioneers show how to let tests guide your development and "grow" software that is coherent, reliable, and maintainable. Steve Freeman and Nat Pryce describe the processes they use, the design principles they strive to achieve, and some of the tools that help them get the job done. Through an extended worked example, you'll learn how TDD works at multiple levels, using tests to drive the features and the object-oriented structure of the code, and using Mock Objects to discover and then describe relationships between objects. Along the way, the book systematically addresses challenges that development teams encounter with TDD—from integrating TDD into your processes to testing your most difficult features. Coverage includes

- Implementing TDD effectively: getting started, and maintaining your momentum throughout the project
- Creating cleaner, more expressive, more sustainable code
- Using tests to stay relentlessly focused on sustaining quality
- Understanding how TDD, Mock Objects, and Object-Oriented Design come together in the context of a real software development project
- Using Mock Objects to guide object-oriented designs
- Succeeding where TDD is difficult: managing complex test data, and testing persistence and concurrency

The Software Project Manager's Bridge to Agility

When software development teams move to agile methods, experienced project managers often struggle—doubtful about the new approach and uncertain about their new roles and responsibilities. In this book, two long-time certified Project Management Professionals (PMPs) and Scrum trainers have built a bridge to this dynamic new paradigm. They show experienced project managers how to successfully transition to agile by refocusing on facilitation and collaboration, not "command and control." The authors begin by explaining how agile works: how it differs from traditional "plan-driven" methodologies, the benefits it promises, and the real-world results it delivers. Next, they systematically map the Project Management Institute's classic, methodology-independent techniques and terminology to agile practices. They cover both process and project lifecycles and carefully address vital issues ranging from scope and time to cost management and stakeholder communication. Finally, drawing on their own extensive personal experience, they put a human face on your personal transition to agile—covering the emotional challenges, personal values, and key leadership traits you'll need to succeed. Coverage includes

- Relating the PMBOKR Guide ideals to agile practices: similarities, overlaps, and differences
- Understanding the role and value of agile techniques such as iteration/release planning and retrospectives
- Using agile techniques to systematically and continually reduce risk
- Implementing quality assurance (QA) where it belongs: in analysis, design, defect prevention, and continuous improvement
- Learning to trust your teams and listen for their discoveries
- Procuring, purchasing, and contracting for software in agile, collaborative environments
- Avoiding the common mistakes software teams make in transitioning to agile
- Coordinating with project management offices and non-agile teams
- "Selling" agile within your teams and throughout your organization

For every project manager who wants to become more agile.

Part I An Agile Overview 7

Chapter 1 What is "Agile"? 9

Chapter 2 Mapping from the PMBOKR Guide to Agile 25

Chapter 3 The Agile Project Lifecycle in Detail 37

Part II The Bridge: Relating PMBOKR Guide Practices to Agile Practices 49

Chapter 4 Integration Management 51

Chapter 5 Scope Management 67

Chapter 6 Time Management 83

Chapter 7 Cost Management 111

Chapter 8 Quality Management 129

Chapter 9 Human Resources Management 143

Chapter 10 Communications Management 159

Chapter 11 Risk Management 177

Chapter 12 Procurement Management 197

Part III Crossing the Bridge to Agile 215

Chapter 13 How Will My Responsibilities Change? 217

Chapter 14 How Will I Work with Other Teams Who Aren't Agile? 233

Chapter 15 How Can a Project Management Office Support Agile? 249

Chapter 16 Selling the Benefits of Agile 265

Chapter 17 Common Mistakes 285

Appendix A Agile Methodologies 295

Appendix B Agile Artifacts 301

Glossary 321

Bibliography 327

Index 333

Lean-agile Acceptance Test-driven Development

How to scale ATDD to large projects --

Testing in the digital age

Testing in the digital age brings a new vision on test engineering, using new quality attributes that tackle intelligent machines and a roadmap split up in five hops. With everything digital there are more possibilities for test automation and piles of (test) data growing out of control. Working together with robots (cobotics), using artificial intelligence in testing and eventually predict the occurrence of defects brings your testing to the digital age. We have interviewed companies on their view of digital testing. A glossary brings an extensive list of terms that supports you in all your test communications.

Tribal Unity (paperback)

Are you ready to create a one team culture? Tribal Unity is a real world, practical guide for leaders committed to making their organisation a great place to work. Based in the true story of how one inspiring leader transformed a highly toxic organisational culture, into an internationally recognised case study of success. Tribal Unity shares proven patterns that are revolutionising the way teams of teams connect and perform. Em Campbell-Pretty is an internationally acclaimed business strategist, speaker and one of Australia's leading Enterprise Agile consultants. After 20 years in senior business roles within multinational blue chip corporations, Em discovered Agile and became passionate about the chance it provides to align business and IT around the delivery of value. Today Em is instrumental in empowering Australia's largest enterprises in improving the effectiveness of their teams.

The Epic Guide to Agile

Tired of out-of-touch Scrum training that doesn't work? Discover practical agile delivery techniques to make your software shine. Has your excitement over Scrum led to nothing but disappointment?

Have months of agile training still left your company far short of optimal efficiency? Do you feel like your leaders and developers are speaking a completely different language? Ascendle CEO Dave Todaro has lived and breathed software development for over three decades. After running successful agile teams on a daily basis, he's ready to share his insights and techniques to help your company reap the benefits of his experience. The Epic Guide to Agile: More Business Value on a Predictable Schedule with Scrum is a comprehensive guide to software-based team dynamics that both leaders and developers can understand. Unlike most agile training that doesn't work in practice, Todaro's step-by-step playbook rises above theory to save you time and money. Perfect for any sized business or level of experience, you'll get to the crux of each Scrum issue to have your team running sprints more efficiently than ever. In The Epic Guide to Agile, you'll discover: Personal examples and anecdotes to tackle problems at their source Effective ways to introduce agile and Scrum into your organization with the right pilot team The exact system to achieve productive sprint planning sessions The typical issues that can doom your product and how to conquer them The best technical environment setups to support your software project groups and much, much, more! The Epic Guide to Agile is a powerhouse manual to help any ScrumMaster or Project Manager find productivity and success. If you like real-world examples, no-nonsense teaching, and clear communication, then you'll love Dave Todaro's extraordinary and practical guidebook. Buy The Epic Guide to Agile to take your team into the Scrum age today!

Enterprise Continuous Testing

Even with the most extreme automation, we simply don't have time for the "test everything" approach. It's impossible to test every possible path through a modern business application every time that we want to release. Fortunately, we don't need to. If we rethink our testing approach, we can get a thorough assessment of a release candidate's business risk with much less testing than most companies are doing today. Enterprise Continuous Testing: Transforming Testing for Agile and DevOps introduces a Continuous Testing strategy that helps enterprises accelerate and prioritize testing to meet the needs of fast-paced Agile and DevOps initiatives. Software testing has traditionally been the enemy of speed and innovation--a slow, costly process that delays releases while delivering questionable business value. This new strategy helps you test smarter, so testing provides rapid insight into what matters most to the business. Target AudienceThis book is written for senior quality managers and business executives who need to achieve the optimal balance between speed and quality when delivering the software that drives the modern business. It provides a roadmap for how to accelerate delivery with high confidence and low business risk.In summary: If you want to realign your Global 2000 organization's quality process with the unrelenting drive towards accelerated delivery speed and "Continuous Everything," then you're in the right place.

Test Automation

This comprehensive guide covers test automation in-depth, from the benefits of test automation to defining, developing and implementing a test automation approach that is fit-for-purpose, to designing, creating, executing and maintaining test execution scripts and frameworks.

Agile Practice Guide

Agile Practice Guide - First Edition has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

Continuous Integration

Combining heroic stories of dogs with the latest scientific and psychological information, this book has provoked controversy with its lists that rank more than 100 breeds and its exciting new insights into the thoughts, emotions, and inner lives of dogs.

The Intelligence of Dogs

Let Over Lambda is one of the most hardcore computer programming books out there. Starting with the fundamentals, it describes the most advanced features of the most advanced language: Common Lisp. Only the top percentile of programmers use lisp and if you can understand this book you are in the top percentile of lisp programmers. If you are looking for a dry coding manual that re-hashes common-sense techniques in whatever langue du jour, this book is not for you. This book is about pushing the boundaries of what we know about programming. While this book teaches useful skills that can help solve your programming problems today and now, it has also been designed to be entertaining and inspiring. If you have ever wondered what lisp or even programming itself is really about, this is the book you have been looking for.

Let Over Lambda

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.

What Drives Quality

Connecting with other people, finding a sense of belonging and the need for support are natural human desires. Employees who don't feel supported at work don't stay around for long - or if they do, they quickly become unmotivated and unhappy. At a time when organisational structures are flattening and workforces are increasingly fluid, supporting and connecting people is more important than ever. This is where organisational communities of practice come in. Communities of practice have many valuable benefits. They include accelerating professional development; breaking down organisational silos; enabling knowledge sharing and management; building better practice; helping to hire and retain staff; and making people happier. In this book, Emily Webber shares her learning from personal experiences of building successful communities of practice within organisations. And along the way, she gives practical guidance on creating your own.

Building Successful Communities of Practice

https://uk.fulldoc.me/pub/S488T42196/S333T31/measuring_up_to_the_new-york-state_learning_standards_and_success_strategies_for-the_state_test_science_level_d.pdf
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