

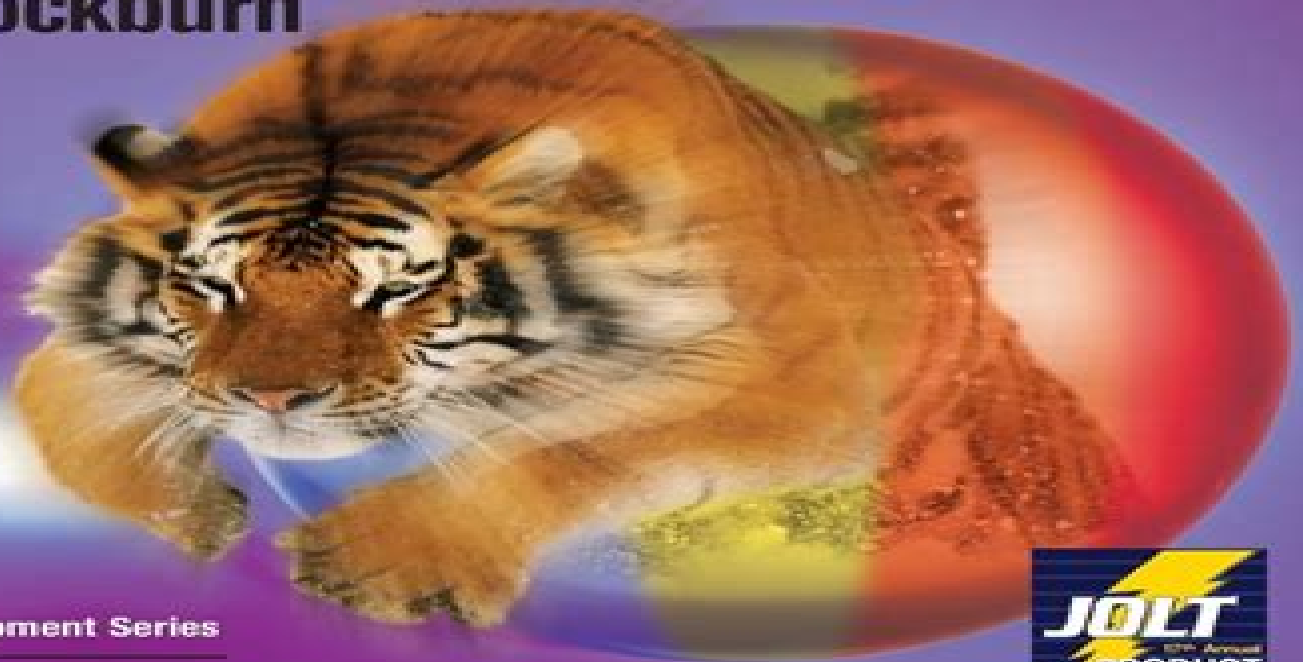
# Agile Software Development

SECOND  
EDITION

The Cooperative Game

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Alistair Cockburn



Agile Software Development Series

Alistair Cockburn and Jim Highsmith,  
Series Editors



# Agile Software Development The Cooperative Game 2nd Edition

**Klaus Nielsen**



## **Agile Software Development The Cooperative Game 2nd Edition :**

Agile Software Development Alistair Cockburn, 2006-10-19 Agile Software Development is a highly stimulating and rich book. The author has a deep background and gives us a tour de force of the emerging agile methods. Tom Gilb: The agile model of software development has taken the world by storm. Now in Agile Software Development Second Edition, one of agile's leading pioneers updates his Jolt Productivity award-winning book to reflect all that's been learned about agile development since its original introduction. Alistair Cockburn begins by updating his powerful model of software development as a cooperative game of invention and communication. Among the new ideas he introduces: harnessing competition without damaging collaboration; learning lessons from lean manufacturing; and balancing strategies for communication. Cockburn also explains how the cooperative game is played in business and on engineering projects, not just software development. Next, he systematically illuminates the agile model, shows how it has evolved, and answers the questions developers and project managers ask most often, including: Where does agile development fit in our organization? How do we blend agile ideas with other ideas? How do we extend agile ideas more broadly? Cockburn takes on crucial misconceptions that cause agile projects to fail. For example, you'll learn why encoding project management strategies into fixed processes can lead to ineffective strategy decisions and costly mistakes. You'll also find a thoughtful discussion of the controversial relationship between agile methods and user experience design. Cockburn turns to the practical challenges of constructing agile methodologies for your own teams. You'll learn how to tune and continuously reinvent your methodologies and how to manage incomplete communication. This edition contains important new contributions on these and other topics: Agile and CMMI; Introducing agile from the top down; Revisiting custom contracts; Creating change with stickers. In addition, Cockburn updates his discussion of the Crystal methodologies, which utilize his cooperative game as their central metaphor. If you're new to agile development, this book will help you succeed the first time out. If you've used agile methods before, Cockburn's techniques will make you even more effective.

Agile Software Development with Distributed Teams Jutta Eckstein, 2013-07-15 This is the digital version of the printed book. Copyright 2010. All software projects face the challenges of diverse distances: temporal, geographical, cultural, lingual, political, historical, and more. Many forms of distance even affect developers in the same room. The goal of this book is to reconcile two mainstays of modern agility: the close collaboration agility relies on and project teams distributed across different cities, countries, and continents. In *Agile Software Development with Distributed Teams*, Jutta Eckstein asserts that in fact agile methods and the constant communication they require are uniquely capable of solving the challenges of distributed projects. Agility is responsiveness to change; in other words, agile practitioners maintain flexibility to accommodate changing circumstances and results. Iterative development serves the learning curve that global project teams must scale. This book is not about how to outsource and forget your problems. Rather, Eckstein details how to carefully select development partners and integrate efforts and processes to form a better product than any single

contributor could deliver on his or her own The author de emphasizes templates and charts and favors topical discussion and exploration Practitioners share experiences in their own words in short stories throughout the book Eckstein trains readers to be change agents to creatively apply the concepts in this book to form a customized distributed project plan for success Topics include Understanding Distributed Development The Productivity Myth Ensuring Conceptual Integrity Trust and Mutual Respect Iterations and Releases Using Features to Steer the Development Effort Team Velocity Virtual Retrospectives Dispersed Synchronization Introducing Agility to Global Projects and much more *Agile Software Development* Alistair Cockburn,2002 Alastair Cockburn offers advice on bringing difficult software development projects to a successful conclusion with a minimum of stress The volume is based on over 10 years of interviewing software project teams *Agile Software Development : the Cooperative Game* Alistair Cockburn,2007 **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 *Encyclopedia of Software Engineering Three-Volume Set (Print)* Phillip A. Laplante,2010-11-22 Software engineering requires specialized knowledge of a broad spectrum of topics including the construction of software and the platforms applications and environments in which the software operates as well as an understanding of the people who build and use the software Offering an authoritative perspective the two volumes of the Encyclopedia of Software Engineering cover the entire multidisciplinary scope of this important field More than 200 expert contributors and reviewers from industry and academia across 21 countries provide easy to read entries that cover software requirements design construction testing maintenance configuration management quality control and software engineering management tools and methods Editor Phillip A Laplante uses the most universally recognized definition of the areas of relevance to software engineering the Software Engineering Body of Knowledge SWEBOK as a template for organizing the material Also available in an electronic format this encyclopedia supplies software engineering students IT professionals

researchers managers and scholars with unrivaled coverage of the topics that encompass this ever changing field Also Available Online This Taylor E mail e reference taylorandfrancis com International Tel 44 0 20 7017 6062 E mail online sales tandf co uk *Information Systems Development* William Wei Song, Shenghua Xu, Changxuan Wan, Yuansheng Zhong, Wita Wojtkowski, Gregory Wojtkowski, Henry Linger, 2010-11-18 Information Systems Development ISD progresses rapidly continually creating new challenges for the professionals involved New concepts approaches and techniques of systems development emerge constantly in this field Progress in ISD comes from research as well as from practice This conference will discuss issues pertaining to information systems development ISD in the inter networked digital economy Participants will include researchers both experienced and novice from industry and academia as well as students and practitioners Themes will include methods and approaches for ISD ISD education philosophical ethical and sociological aspects of ISD as well as specialized tracks such as distributed software development ISD and knowledge management ISD and electronic business electronic government ISD in public sector organizations IOS **Lean Architecture** James O. Coplien, Gertrud Bjørnvig, 2011-01-06 More and more Agile projects are seeking architectural roots as they struggle with complexity and scale and they re seeking lightweight ways to do it Still seeking In this book the authors help you to find your own path Taking cues from Lean development they can help steer your project toward practices with longstanding track records Up front architecture Sure You can deliver an architecture as code that compiles and that concretely guides development without bogging it down in a mass of documents and guesses about the implementation Documentation Even a whiteboard diagram or a CRC card is documentation the goal isn t to avoid documentation but to document just the right things in just the right amount Process This all works within the frameworks of Scrum XP and other Agile approaches **Ace the PMI-ACP® exam** Sumanta Boral, 2016-12-26 Prepare for the Project Management Institute s PMI Agile Certified Practitioner ACP exam Augment your professional experience with the necessary knowledge of the skills tools and techniques that are required for passing the examination This is a comprehensive and one stop guide with 100% coverage of the exam topics detailed in the PMI ACP Exam content outline Rehearse and test your knowledge and understanding of the subject using the practice quizzes after each chapter three full length mock exams and practical tips and advice You will be able to understand the Agile manifesto its principles and many facets of Agile project management such as planning prioritization estimation releases retrospectives risk management and continuous improvement The book covers Agile metrics and means of demonstrating progress People management aspects such as behavioral traits servant leadership negotiation conflict management team building and Agile coaching are explained Whether you are a beginner or a seasoned practitioner this book also serves as a practical reference for key concepts in Agile and Agile methodologies such as Scrum XP Lean and Kanban What you will learn The necessary knowledge of the skills tools and techniques that are required for passing the PMI ACP examination To understand the scope and objectives of the PMI ACP exam and gain confidence by taking practice

quizzes provided in each chapter and three full length mock exams To gain exposure to Agile methodologies such as Scrum XP Lean and Kanban plus various tools and techniques required to conduct Agile projects The focus is to Be Agile rather than Do Agile Who this book is for The audience for this book primarily includes IT professionals who wish to prepare for and pass the Agile Certified Professional ACP exam from the Project Management Institute PMI The book also is a practical reference book for Agile Practitioners div Encyclopedia of Information Science and Technology Mehdi Khosrow-Pour, Mehdi Khosrowpour, 2009 This set of books represents a detailed compendium of authoritative research based entries that define the contemporary state of knowledge on technology Provided by publisher *Agile Portfolio Management* Klaus Nielsen, 2021-09-27 Agile Portfolio Management deals with how an organization identifies prioritizes organizes and manages different products This is done in a streamlined way in order to optimize the development of value in a manner that is sustainable in the long run It ensures that a company provides their clients with the best value for their investment A good portfolio manager understands and follows the agile principles while also considering the various factors needed to successfully manage numerous teams and projects The project management offices of many organizations are faced with the reality of more and more agile deliverables as part of agile transformations however they lack the knowledge to perform these tasks Researchers and practitioners have a good understanding of project program and portfolio management from a plan based perspective They have common standards from Axelos PMI and others so they know the best practices The understanding of agile on a team level is fairly mature and the knowledge of more agile teams scaling is increasing However the knowledge of agile portfolio management is still limited The aim of this book is to give the reader an understanding of management of a portfolio of agile deliverables what the options are theory what we know research and what others are doing practice Many organizations in banking or insurance to name a few are in the middle of major agile transformations with limited knowledge of the practice In this book the author collects and analyzes common practices in various industries He provides both theory and through case studies the practical aspects of agile portfolio management Adrenaline Junkies and Template Zombies Tom DeMarco, 2008 Adrenaline junkies dead fish project sluts true believers Lewis and Clark template zombies Most developers testers and managers on IT projects are pretty good at recognizing patterns of behavior and gut level hunches as in I sense that this project is headed for disaster But it has always been more difficult to transform these patterns and hunches into a usable form something a team can debate refine and use Until now In Adrenaline Junkies and Template Zombies the six principal consultants of The Atlantic Systems Guild present the patterns of behavior they most often observe at the dozens of IT firms they transform each year around the world The result is a quick read guide to identifying nearly ninety typical scenarios drawing on a combined one hundred and fifty years of project management experience Project by project you will improve the accuracy of your hunches and your ability to act on them The patterns are presented in an easy reference format with names designed to ease communication with your teammates In just a few words

you can describe what's happening on your project. Citing the patterns of behavior can help you quickly move those above and below you to the next step on your project. You'll find classic patterns such as these: News Improvement Management, Mood Ring, Piling On, Rattle Yer Dags, Natural Authority, Food Fridge Door, and more than eighty more. Not every pattern will be evident in your organization, and not every pattern is necessarily good or bad. However, you'll find many patterns that will apply to your current and future assignments, even in the most ambiguous circumstances. When you assess your situation and follow your next hunch, you'll have the collective wisdom of six world-class consultants at your side.

Forthcoming Books

Rose Arny, 2002-02 Advances in Learning Software Organizations, 2004 **Agile Software Development Ecosystems**

James A. Highsmith, 2002. Traditional software development methods struggle to keep pace with the accelerated pace and rapid change of Internet-era development. Several agile methodologies have been developed in response, and these approaches to software development are showing exceptional promise. In this book, Jim Highsmith covers them all, showing what they have in common, where they differ, and how to choose and customize the best agile approach for your needs.

**KEY TOPICS** Highsmith begins by introducing the values and principles shared by virtually all agile software development methods. He presents detailed case studies from organizations that have used them, as well as interviews with each method's principal authors or leading practitioners. Next, he takes a closer look at the key features and techniques associated with each major Agile approach: Extreme Programming, XP, Crystal Methods, Scrum, Dynamic Systems Development Method, DSDM, Lean Development, Adaptive Software Development, ASD, and Feature Driven Development, FDD. In Part III, Highsmith offers practical advice on customizing the optimal agile discipline for your own organization.

**MARKET** For all software developers, project managers, and other IT professionals seeking more flexible, effective approaches to developing software.

**Agile Game Development with Scrum** Clinton Keith, 2010-05-23. Deliver Better Games Faster, On Budget, And Make Game Development Fun Again. Game development is in crisis, facing bloated budgets, impossible schedules, unmanageable complexity, and death march overtime. It's no wonder so many development studios are struggling to survive. Fortunately, there is a solution. Scrum and Agile methods are already revolutionizing development outside the game industry. Now, long-time game developer Clinton Keith shows exactly how to successfully apply these methods to the unique challenges of game development. Keith has spent more than fifteen years developing games, seven of them with Scrum and agile methods. Drawing on this unparalleled expertise, he shows how teams can use Scrum to deliver games more efficiently, rapidly, and cost effectively; craft games that offer more entertainment value; and make life more fulfilling for development teams at the same time. You'll learn to form successful agile teams that incorporate programmers, producers, artists, testers, and designers, and promote effective collaboration within and beyond those teams throughout the entire process. From long-range planning to progress tracking and continuous integration, Keith offers dozens of tips, tricks, and solutions, all based firmly in reality and hard-won experience. Coverage includes: Understanding Scrum's goals, roles, and practices in the context of game

development Communicating and planning your game's vision features and progress Using iterative techniques to put your game into a playable state every two to four weeks even daily Helping all team participants succeed in their roles Restoring stability and predictability to the development process Managing ambiguous requirements in a fluid marketplace Scaling Scrum to large geographically distributed development teams Getting started overcoming inertia and integrating Scrum into your studio's current processes Increasingly game developers and managers are recognizing that things can't go on the way they have in the past Game development organizations need a far better way to work Agile Game Development with Scrum gives them that and brings the profitability creativity and fun back to game development      *Agile Game Development* Clinton Keith, 2020-07-08 In *Agile Game Development* Clinton Keith offered game development team members the first complete blueprint for leveraging the power of Scrum and Agile methods to deliver games more efficiently rapidly and cost effectively create games that offer more entertainment value and make life more fulfilling for every development team member Now reflecting his unsurpassed experience helping more than 150 game development studios succeed Keith has thoroughly revamped his classic guide for today's radically transformed industry The only Certified Scrum Trainer to help build 20 AAA level games Keith is singularly well placed to help game developers solve the problems they actually face In this edition he Addresses the modern challenges of mobile free to play and Massively Agile games Adds a completely new section on large scale Agile game development and new chapters on managing the first release forming and leading Agile teams game pipelines and more Presents many new case stories about the experiences of actual game development teams with actionable takeaways Illuminates advanced Agile projects through new Things to Try sidebars Covers Kanban and other Agile methodologies as well as Scrum This 2nd Edition offers today's game developers even more value no matter what types of games they're developing what development roles they play or what environments they're working in      *Organizational Patterns of Agile Software Development* James O. Coplien, Neil Harrison, 2005 For courses in Advanced Software Engineering or Object Oriented Design This book covers the human and organizational dimension of the software improvement process and software project management whether based on the CMM or ISO 9000 or the Rational Unified Process Drawn from a decade of research it emphasizes common sense practices Its principles are general but concrete every pattern is its own built in example Historical supporting material from other disciplines is provided Though even pattern experts will appreciate the depth and currency of the material it is self contained and well suited for the layperson      *Agile Software Development in the Large* Jutta Eckstein, 2013-07-19 This is the digital version of the printed book Copyright 2004 Who Says Large Teams Can't Handle Agile Software Development Agile or lightweight processes have revolutionized the software development industry They're faster and more efficient than traditional software development processes They enable developers to embrace requirement changes during the project deliver working software in frequent iterations focus on the human factor in software development Unfortunately most agile processes are designed for small or mid sized software



development projects bad news for large teams that have to deal with rapid changes to requirements That means all large teams With Agile Software Development in the Large Jutta Eckstein a leading speaker and consultant in the agile community shows how to scale agile processes to teams of up to 200 The same techniques are also relevant to teams of as few as 10 developers especially within large organizations Topics include the agile value system as used in large teams the impact of a switch to agile processes the agile coordination of several sub teams the way project size and team size influence the underlying architecture Stop getting frustrated with inflexible processes that cripple your large projects Use this book to harness the efficiency and adaptability of agile software development Stop getting frustrated with inflexible processes that cripple your large projects Use this book to harness the efficiency and adaptability of agile software development      *Subject Guide to Books in Print* ,1997

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