Contents

Preface	vii
Description and assessment	vii
Keeping a cool head	viii
Previous attempts	ix
Structure of the book	ix
Perspective and scope	х
Analysis: instinctive, experiential, logical or empirical?	xi
Free critical inquiry	xii
Acknowledgments	xiii
Contents	XV
1 OVERVIEW	1
1.1 VALUES	2
1.2 Principles	4
Organizational principles	5
Technical principles	6
1.3 Roles	7
1.4 PRACTICES	8
Organizational practices	8
Technical practices	9
1.5 Artifacts	10
Virtual artifacts	10
Material artifacts	11
1.6 A FIRST ASSESSMENT	12
Not new and not good	12
New and not good	13
Not new but good	14
New and good!	14

2	2 DECONSTRUCTING AGILE TEXTS		17
	2.1 THE PLIGHT OF THE TRAVELING S	EMINARIST	17
	Proof by anecdote		18
	When writing beats speaking		19
	Discovering the gems		20
	Agile texts: reader beware!		21
	2.2 THE TOP SEVEN RHETORICAL TRA	APS	22
	Proof by anecdote		22
	Slander by association		23
	Intimidation		23
	Catastrophism		26
	All-or-nothing		27
	Cover-your-behind		27
	Unverifiable claims		28
_	Postscript: you have been ill-served by t	he software industry!	30
3	3 THE ENEMY: BIG UPFRONT ANYTHING	3	31
	3.1 PREDICTIVE IS NOT WATERFALL		31
	3.2 R EQUIREMENTS ENGINEERING		32
	Requirements engineering techniques		32
	Agile criticism of upfront requiremen	ts	32
	The waste criticism		33
	The change criticism		35
	The domain and the machine		36
	3.3 ARCHITECTURE AND DESIGN		37
	Is design separate from implementation	on?	37
	Agile methods and design		39
	3.4 LIFECYCLE MODELS		41
	3.5 RATIONAL UNIFIED PROCESS		42
	3.6 MATURITY MODELS		43
	CMMI in plain English		44
	The Personal Software Process		46
	CMMI/PSP and agile methods		46
	An agile maturity scale		47
4	4 AGILE PRINCIPLES		49
	4.1 WHAT IS A PRINCIPLE?		49
	4.2 THE OFFICIAL PRINCIPLES		50
	4.3 A USABLE LIST		51
	4.4 ORGANIZATIONAL PRINCIPLES		51

5

6

	Put the customer at the center	51
	Let the team self-organize	53
	Maintain a sustainable pace	56
	Develop minimal software	58
4.5	Accept change	68
4.5	I ECHNICAL PRINCIPLES	/0
	Develop iteratively	70
	I reat tests as a key resource	/5 76
	Test first	70
	Express requirements through scenarios	77
AGILI	E ROLES	79
5.1	MANAGER	79
5.2	PRODUCT OWNER	80
5.3	ТЕАМ	80
	Self-organizing	80
	Cross-functional	81
5.4	MEMBERS AND OBSERVERS	82
5.5	CUSTOMER	82
5.6	COACH, SCRUM MASTER	84
5.7	SEPARATING ROLES	86
AGILE PRACTICES: MANAGERIAL 8		
6.1	Sprint	89
	Sprint basics	89
	The closed-window rule	90
	Sprint: an assessment	91
6.2	DAILY MEETING	91
6.3	PLANNING GAME	93
6.4	PLANNING POKER	94
6.5	ONSITE CUSTOMER	96
6.6	OPEN SPACE	96
6.7	PROCESS MINIATURE	97
6.8	ITERATION PLANNING	98
6.9	REVIEW MEETING	99
6.10) Retrospective	99
6.1	1 SCRUM OF SCRUMS	99
6.12	2 COLLECTIVE CODE OWNERSHIP	100

	The code ownership debate	100
	Collective ownership and cross-functionality	102
7	7 AGILE PRACTICES: TECHNICAL	103
	7.1 DAILY BUILD AND CONTINUOUS INTEGRAT	ION 103
	7.2 PAIR PROGRAMMING	105
	Pair programming concepts	106
	Pair programming versus mentoring	107
	Mob programming	107
	Pair programming: an assessment	107
	7.3 CODING STANDARDS	109
	7.4 Refactoring	109
	The refactoring concept	109
	Benefits and limits of refactoring	110
	Incidental and essential changes	112
	Combining a priori and a posteriori approaches	113
	7.5 TEST-FIRST AND TEST-DRIVEN DEVELOPME	ENT 113
	The TDD method of software development	113
0	An assessment of TFD and TDD	115
8	8 AGILE ARTIFACTS	117
	8.1 CODE	117
	8.2 TESTS	117
	8.3 User stories	119
	8.4 STORY POINTS	121
	8.5 VELOCITY	123
	8.6 DEFINITION OF DONE	125
	8.7 WORKING SPACE	125
	8.8 PRODUCT BACKLOG, ITERATION BACKLOG	126
	8.9 STORY CARD, TASK CARD	127
	8.10 TASK AND STORY BOARDS	127
	8.11 BURNDOWN AND BURNUP CHARTS	128
	8.12 IMPEDIMENT	129
	8.13 WASTE, TECHNICAL DEBT, DEPENDENCY,	DEPENDENCY CHARTS 129
9	9 AGILE METHODS	133
	9.1 Methods and methodology	133
	Terminology	133
	The fox and the hedgehog	133
	9.2 LEAN SOFTWARE AND KANBAN	134

Lean Software's Big Idea	134
Lean Software's principles	134
Lean Software: an assessment	135
Kanban	136
9.3 EXTREME PROGRAMMING	137
XP's Big Idea	137
XP: the unadulterated source	137
Key XP techniques	138
Extreme Programming: an assessment	139
9.4 SCRUM	139
Scrum's Big Idea	139
Key Scrum practices	140
Scrum: an assessment	140
9.5 Crystal	141
Crystal's Big Idea	141
Crystal principles	141
Crystal: an assessment	142
10 DEALING WITH AGILE TEAMS	145
10.1 GRAVITY STILL HOLDS	145
10.2 THE EITHER-WHAT-OR-WHEN FALLACY	146
11 THE UGLY, THE HYPE AND THE GOOD:	
AN ASSESSMENT OF THE AGILE APPROACH	149
11.1 THE BAD AND THE UGLY	149
Deprecation of upfront tasks	149
User stories as a basis for requirements	150
Feature-based development and ignorance of dependencies	150
Rejection of dependency tracking tools	150
Rejection of traditional manager tasks	150
Rejection of upfront generalization	151
Embedded customer	151
Coach as a separate role	151
Test-driven development	151
Deprecation of documents	151
11.2 THE HYPED	152
11.3 THE GOOD	153
11.4 The brilliant	154
Bibliography	155
Index	163