

## Agile Metrics What You Need To Want To And Can Measure

This book contains most of the papers presented at the 4th International Conference on Extreme Programming and Agile Processes in Software Engineering (XP 2003), held in Genoa, Italy, May 2003. The XP 200n series of conferences were started in 2000 to promote the exchange of new ideas, research and applications in the emerging field of agile methodologies for software development. Over the years, the conference has become the main world forum for all major advances in this important field. Also this year the contributions to Agile Methodologies and Extreme Programming were substantial. They demonstrate that the topic is continuing to gain more and more momentum. In spite of some criticism of agile methodologies, everyone agrees that they address some unresolved needs of software practitioners. People still do not know how to develop software on time, with the desired features, and within the given budget! This volume is divided into several thematic sections, easing reader's navigation through the content. Full papers are presented first, followed by research reports, papers from the Educational Symposium, and papers from the Ph.D. Symposium. The presentations given during three panel sessions held at the conference conclude the book. The section on Managing Agile Processes includes contributions highlighting the sometimes difficult relationship between agile methodologies and management, and includes approaches and suggestions that should facilitate the acceptance of agile methodologies at the different levels of management.

Although there are countless books on statistics, few are dedicated to the application of statistical methods to software

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engineering. Simple Statistical Methods for Software Engineering: Data and Patterns fills that void. Instead of delving into overly complex statistics, the book details simpler solutions that are just as effective and connect with the intuition of problem solvers. Sharing valuable insights into software engineering problems and solutions, the book not only explains the required statistical methods, but also provides many examples, review questions, and case studies that provide the understanding required to apply those methods to real-world problems. After reading this book, practitioners will possess the confidence and understanding to solve day-to-day problems in quality, measurement, performance, and benchmarking. By following the examples and case studies, students will be better prepared able to achieve seamless transition from academic study to industry practices. Includes boxed stories, case studies, and illustrations that demonstrate the nuances behind proper application Supplies historical anecdotes and traces statistical methods to inventors and gurus Applies basic statistical laws in their simplest forms to resolve engineering problems Provides simple techniques for addressing the issues software engineers face The book starts off by reviewing the essential facts about data. Next, it supplies a detailed review and summary of metrics, including development, maintenance, test, and agile metrics. The third section covers the fundamental laws of probability and statistics and the final section presents special data patterns in the form of tailed mathematical distributions. In addition to selecting simpler and more flexible tools, the authors have also simplified several standard techniques to provide you with the set of intellectual tools all software engineers and managers require.

Kicking off a new Agile project is always a challenge. You obviously need to 'collaboratively' establish an initial sense

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of direction - a broad understanding of the outcomes you hope to achieve, the features that you believe would help achieve those outcomes, etc. - but without delving too deep into detailed specifications that create a false sense of certainty and will ultimately become out of date the moment real users start using your product. In other words, you need to strike a balance – to do just enough planning at the outset. Not too much, not too little. This becomes infinitely more challenging with large and complex projects, especially in organizations that are new to Agile. Determining what constitutes ‘just enough’ may seem easy and straightforward, but it is rarely so. In this highly practical, step-by-step book, I describe the approach I've used with over 50 Agile teams to initiate large Agile projects and create that much-needed early alignment. I elaborate on the three core Initiation dimensions (Product, Process, and People) that a cross-functional team of technical specialists, business subject matter experts, customer representatives, 3rd party partners, and other stakeholders will explore during the 3 weeks comprising this initiation period (the Initiation Sprint). Mastering this technique will ensure that the reader has the tools they need to successfully initiate a large Agile project and set their team up for success. To show how the concepts and activities discussed in the book are applied in real life, I used a recent Initiation Sprint I facilitated for a large bank as a case study, detailing the different activities and exercises we embarked on as we initiated the project - exploring the problem, creating a shared understanding of what success means to our customers and to the business, and discussing the features that will help us achieve that success.

This book contains the refereed proceedings of the 17th International Conference on Agile Software Development, XP 2016, held in Edinburgh, UK, in May 2016. While agile development has already become mainstream in industry,

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this field is still constantly evolving and continues to spur an enormous interest both in industry and academia. To this end, the XP conference attracts a large number of software practitioners and researchers, providing a rare opportunity for interaction between the two communities. The 14 full papers accepted for XP 2016 were selected from 42 submissions. Additionally, 11 experience reports (from 25 submissions) 5 empirical studies (out of 12 submitted) and 5 doctoral papers (from 6 papers submitted) were selected, and in each case the authors were shepherded by an experienced researcher. Generally, all of the submitted papers went through a rigorous peer-review process.

Software development is being revolutionized. The heavy-weight processes of the 1980s and 1990s are being replaced by light-weight, so called agile processes. Agile processes move the focus of software development back to what really matters: running software. This is only made possible by accepting that software development is a creative job done by, with, and for individual human beings. For this reason, agile software development encourages interaction, communication, and fun. This was the focus of the Fifth International Conference on Extreme Programming and Agile Processes in Software Engineering which took place between June 6 and June 10, 2004 at the conference center in Garmisch-Partenkirchen at the foot of the Bavarian Alps near Munich, Germany. In this way the conference provided a unique forum for industry and academic professionals to discuss their needs and ideas for incorporating Extreme Programming and Agile Methodologies into their professional life under consideration of the human factor. We celebrated this year's conference by reflecting on what we had achieved in the last half decade and we also focused on the challenges we will face in the near future.

"1+1=3. That is the equation that summarizes the theme of

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this book. The book's message is to integrate the developmental principles of Agile with the result-focused approaches integral to performance consulting. Your outcomes in shaping human performance will be significant--and greater than if you only used one of these models. This is a book for anyone who seeks to work collaboratively with leaders to bring about continuously improving and sustainable organizational change." --Dana Gaines Robinson, coauthor of Performance Consulting Agile Performance Improvement demonstrates the mutual benefits that accrue to the worlds of performance consulting and agile software development when the values and principles of both are blended synergistically under the guidance of practitioners skilled in both. The agile performance improvement model blends the principles of human performance technology with the frameworks and practices of Agile. The result is an approach that maximizes the value of interactions among the consultant, the work team, and the customer. Unlike traditional end-to-end waterfall processes, agile performance improvement delivers value continuously and in small increments, relentlessly focusing on outcomes of value to the customer. Building on structures of Agile that are used in software development, such as Scrum, the agile performance improvement model considers the human component of holistic solutions in establishing a continuous stream of value. Bob Winter, a performance consultant, was the product owner for the corporate education scrum supporting an agile transition initiative for hundreds of engineering teams. From this cross-disciplinary experience, he discovered that the two cultures, two languages, and two methodologies of performance consulting and agile software development are—far from being incongruent, incompatible, or irrelevant to each other—in fact ideally suited to complement and support each other. Being agile improves the

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effectiveness of the performance consultant, and applying the lessons of human performance technology improves the effectiveness of software development teams. In *Agile Performance Improvement*, Winter teaches performance consultants how to apply agile principles, values, and methods usefully to the tasks of optimizing human performance in areas of practice not only adjoining but also well beyond the realm of software and IT engineering, such as corporate learning solutions, human resources systems, and non-software products. Conversely, he shows engineering teams immersed in an agile environment how to boost their performance using the principles and techniques taught and cultivated by performance consultants. The author, who has worked extensively on both sides of the traditional divide, recounts entertainingly but informatively how both sparks and fur can fly when geeks encounter people people.

How can you help your software team improve? This concise book introduces *codermetrics*, a clear and objective way to identify, analyze, and discuss the successes and failures of software engineers—not as part of a performance review, but as a way to make the team a more cohesive and productive unit. Experienced team builder Jonathan Alexander explains how *codermetrics* helps teams understand exactly what occurred during a project, and enables each coder to focus on specific improvements. Alexander presents a variety of simple and complex *codermetrics*, and teaches you how to create your own. Learn how *codermetrics* changes long-held assumptions and improves team dynamics Get recommendations for integrating *codermetrics* into existing processes Ask the right questions to determine the type of data you need to collect Use metrics to measure individual coder skills and a team's effectiveness over time Identify the contributions each coder makes to the team Analyze the

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response to your software and its features—and verify that you're meeting team and organizational goals Build better teams, using codermetrics to make personnel adjustments and additions

Agile development processes foster better collaboration, innovation, and results. So why limit their use to software projects—when you can transform your entire business? Written by agile-mentoring expert Jochen Krebs, this book illuminates the opportunities—and rewards—of applying agile processes to your overall IT portfolio. Whether project manager, business analyst, or executive—you'll understand the business drivers behind agile portfolio management. And learn best practices for optimizing results. Use agile processes to align IT and business strategy Adapt and extend core agile processes Orchestrate the collaboration between IT and business vision Eliminate wish-list driven requirements, and manage expectations instead Optimize the balance of projects, resources, and assets in your portfolio Use metrics to communicate project status, quality, even team morale Create a portfolio strategy consistent with the goals of the organization Achieve organizational and process transparency Manage your business with agility—and help maximize the returns!

Could flexible agile quality metrics exist for the agile software development process and its deliverables? What test tools do you use? What measures or metrics do you collect? What have you done on this project since the last Daily Scrum Meeting? How is software quality measured? Defining, designing, creating, and implementing a process to solve a challenge or meet an objective is the most valuable role... In EVERY group, company, organization and

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department. Unless you are talking a one-time, single-use project, there should be a process. Whether that process is managed and implemented by humans, AI, or a combination of the two, it needs to be designed by someone with a complex enough perspective to ask the right questions. Someone capable of asking the right questions and step back and say, 'What are we really trying to accomplish here? And is there a different way to look at it?' This Self-Assessment empowers people to do just that - whether their title is entrepreneur, manager, consultant, (Vice-)President, CxO etc... - they are the people who rule the future. They are the person who asks the right questions to make Agile Software Development Quality Assurance investments work better. This Agile Software Development Quality Assurance All-Inclusive Self-Assessment enables You to be that person. All the tools you need to an in-depth Agile Software Development Quality Assurance Self-Assessment. Featuring 946 new and updated case-based questions, organized into seven core areas of process design, this Self-Assessment will help you identify areas in which Agile Software Development Quality Assurance improvements can be made. In using the questions you will be better able to: - diagnose Agile Software Development Quality Assurance projects, initiatives, organizations, businesses and processes using accepted diagnostic standards and practices - implement

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evidence-based best practice strategies aligned with overall goals - integrate recent advances in Agile Software Development Quality Assurance and process design strategies into practice according to best practice guidelines Using a Self-Assessment tool known as the Agile Software Development Quality Assurance Scorecard, you will develop a clear picture of which Agile Software Development Quality Assurance areas need attention. Your purchase includes access details to the Agile Software Development Quality Assurance self-assessment dashboard download which gives you your dynamically prioritized projects-ready tool and shows your organization exactly what to do next. You will receive the following contents with New and Updated specific criteria: - The latest quick edition of the book in PDF - The latest complete edition of the book in PDF, which criteria correspond to the criteria in... - The Self-Assessment Excel Dashboard - Example pre-filled Self-Assessment Excel Dashboard to get familiar with results generation - In-depth and specific Agile Software Development Quality Assurance Checklists - Project management checklists and templates to assist with implementation INCLUDES LIFETIME SELF ASSESSMENT UPDATES Every self assessment comes with Lifetime Updates and Lifetime Free Updated Books. Lifetime Updates is an industry-first feature which allows you to receive verified self

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assessment updates, ensuring you always have the most accurate information at your fingertips.

If you have ever worked on an Agile software development project, you know the importance of face-to-face communication. Having both business and IT professionals working together in the same room can become the critical success factor. Can Agile be successful though when team members are scattered across rooms, buildings, regions, or even countries? Yes! By following the Design for Hybrid Agile Adoption (DH2A) approach, framework and set of templates and tools explained in this book, you can implement successful Agile projects. After reading this book, you will master these ten objectives: 1. Assess your project's capability in adopting the DH2A Methodology 2. Know how to apply the tools to determine whether your project will achieve the benefits promised by the DH2A Methodology 3. Learn how the DH2A Methodology solves the traditional problem of Agile to estimate in a fixed price model 4. Calculate the ratio of resources divided between different distributed locations 5. Leverage DH2A Tools to adopt the different Engineering Practices in a distributed environment 6. Apply collaboration techniques to make distributed Agile successful 7. Use metrics to measure success of your distributed Agile projects 8. Know which types of meetings are needed to make Agile successful in a distributed environment 9.

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Assign the roles to make distributed Agile successful and to avoid redundant roles currently existing in today's Agile methodologies 10. Rollout the DH2A Methodology across your entire organization

Distributed Agile contains three sections. Section I provides the basics of distributed Agile and DH2A, compares collocated with distributed Agile, and shares the rewards of following a distributed Agile approach. Section II dives into the DH2A methodology, with entire chapters dedicated to the Appraisal Segment, Estimation Segment, Planning Segment, and Implementation Segment. In addition there is a chapter in Section II on the roles required to make DH2A a success. Section III focuses on the DH2A framework, with an emphasis on Project Management Office and Governance. Actual case studies are used to illustrate the many useful tools within this text.

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.

Summary Agile Metrics in Action is a rich resource for agile teams that aim to use metrics to objectively measure performance. You'll learn how to gather data that really counts, along with how to effectively

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analyze and act upon the results. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. About the Book The iterative nature of agile development is perfect for experience-based, continuous improvement. Tracking systems, test and build tools, source control, continuous integration, and other built-in parts of a project lifecycle throw off a wealth of data you can use to improve your products, processes, and teams. The question is, how to do it? Agile Metrics in Action teaches you how. This practical book is a rich resource for an agile team that aims to use metrics to objectively measure performance. You'll learn how to gather the data that really count, along with how to effectively analyze and act upon the results. Along the way, you'll discover techniques all team members can use for better individual accountability and team performance. Practices in this book will work with any development process or tool stack. For code-based examples, this book uses Groovy, Grails, and MongoDB. What's Inside Use the data you generate every day from CI and Scrum Improve communication, productivity, transparency, and morale Objectively measure performance Make metrics a natural byproduct of your development process About the Author Christopher Davis has been a software engineer and team leader for over 15 years. He has led numerous teams to successful

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delivery using agile methodologies. Table of Contents PART 1 MEASURING AGILE TEAMS Measuring agile performance Observing a live project PART 2 COLLECTING AND ANALYZING YOUR TEAM'S DATA Trends and data from project-tracking systems Trends and data from source control Trends and data from CI and deployment servers Data from your production systems PART 3 APPLYING METRICS TO YOUR TEAMS, PROCESSES, AND SOFTWARE Working with the data you're collecting: the sum of the parts Measuring the technical quality of your software Publishing metrics Measuring your team against the agile principles

Adapting Configuration Management for Agile Teams provides very tangible approaches on how Configuration Management with its practices and infrastructure can be adapted and managed in order to directly benefit agile teams. Written by Mario E. Moreira, author of Software Configuration Management Implementation Roadmap, columnist for CM Crossroads online community and writer for the Agile Journal, this unique book provides concrete guidance on tailoring CM for Agile projects without sacrificing the principles of Configuration Management.

The authoritative guide to DAD, IBM's disciplined approach to applying agile practices in enterprise scale projects. Integrate enterprise discipline with

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powerful, widely-used agile practices into a proven solution for the entire software lifecycle. Scale agile strategies for complex development challenges, without compromising agile's advantages.

Introduces the emerging concept of the agile virtual organization and provides a metric to help executives assess organizations by its many important criteria.

Agile teams have been struggling with the concept of continuous improvement since the first Agile frameworks were developed, and still very little has been written about the practice of continuous improvement in Agile environments. Although team retrospectives have been prescribed and some practices have been introduced in order to implement and facilitate them, the truth is that most Agile teams are conducting dull retrospectives that end with a list of things that have been done wrong, just to repeat the same list two weeks later at the next meeting. Instead of listing hundreds of Japanese-labeled tools, this book gives you practical insights into how to spot improvement opportunities, how to plan for improvement and how to engage everyone in your company in the Kaizen process. In addition, it will also provide you with 27 proven practices and 12 bonus activities to introduce into your retrospectives in order to keep them fresh, creative and exciting, so you can promise a team that, in a year's time, no two retrospectives will be

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alike. This book helps you as a manager, team leader, change agent or consultant in any type of organization to unleash the real power of Kaizen cultures – no matter what kind of organization, market, product, technology, vision, goal or size. It provides you with the background, tools and practical hints on how to engage your organization in a process of continuous quest for new and better ways of performing.

A pragmatic guide that will teach you to implement Agile, SCRUM and Kanban in your organization. KEY FEATURES ? Expert-guided techniques for successful Agile transformation in your organization. ? Solution-focused responses on interview questions of Agile SCRUM, XP, DSDM, KANBAN and SCRUMBAN. ? Reference guide to prepare for leading PMI-ACP and SAFe Certification exam. DESCRIPTION This book is for businesses that aspire to improve agility, deliver fit-for-purpose products and services, delight customers, and provide the security of long-term survival associated with mature businesses that consistently meet or exceed customer expectations. Learn a lean approach by seeing how Kanban made a difference in four real-world situations. You'll explore how different teams used Kanban to make paradigm-changing improvements in software development. These teams were struggling with overwork, unclear priorities, and a lack of direction. As you discover what worked for them, you'll understand how to make significant changes in real-life situations. The Artefact has been developed as a resource to

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understand, evaluate, and use Agile and Hybrid Agile approaches. This practice guide will help you understand when, where, and how to apply Agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. WHAT YOU WILL LEARN ? Explore and learn how to build Organizational Resilience and Enterprise Maturity Model. ? Step-by-step solutions to implement Portfolio Kanban and Upstream Kanban. ? Deep dive into Agile SHIFT framework and Hybrid Agile framework. ? Exciting case studies and practical demonstrations on Agile SCRUM & KANBAN. ? Expert-ready guidance on overcoming common Agile project management misconceptions. WHO THIS BOOK IS FOR This book is appealing to decision makers, product owners, project team members who can make use of this guide in improvising the productivity and efficient management of business operations without much of hassle. TABLE OF CONTENTS 1. Key success factors for adopting Agile SCRUM Kanban in any organization 2. Lessons learnt and pragmatic approach – Agile Scrum Kanban 3. Tricky real-world Agile SCRUM & KANBAN case studies, demos and tools 4. Agile SCRUM KANBAN Maturity assessment Nuts & Bolts 5. Useful tips & techniques for successful Agile transformation in any organization and the art of Agile development 6. Use of Agile for students and parents 7. Common Agile SCRUM KANBAN misconceptions 8. Key takeaways 9. Interview questions and answers on Agile SCRUM KANBAN 10. Glossary 11. Quiz session 12. Test your knowledge In an IT world in which there are differently sized

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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.

Do you work on projects that require an Agile approach? Would your project benefit from increased control and better customer satisfaction? This book will help you achieve it! When delivering a project the overall values of trust and flexibility, along with empowerment and collaboration are essential. Agile Project Management helps you achieve this with its unique approach, helping you to deliver the project's requirements incrementally throughout the project life cycle. In this book, *Agile Project Management: 3 Books in 1 - The Ultimate Beginner's, Intermediate & Advanced Guide to Learn Agile Project Management Step by Step*, you will build on any previous knowledge of the system you have, with chapters on:

- The basic principles of agile project management and how to apply them
- How agile can be adopted to any industry successfully
- Tracking and

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reporting projects to ensure they are on time and according to specification • How to ensure that estimation and planning runs smoothly • Valuable resources that will be invaluable for all agile professionals • How Agile will improve your ability to deliver • The values and principles that Agile extols • How you can plan your project • The advantages that time-boxing will give you • How you can adapt Agile to your business • Introducing Kanban and the benefits it can bring • The key to successful teams • And more... When you have a project that is vitally important to the success of your business it makes complete sense to be at the top of your game with what you are doing. Agile Project Management is the perfect tool that will help you to satisfy all your customers' needs at every stage. Get a copy and see how it will improve your ability to deliver! Discover how to implement and operate in an Agile manner at every level of your enterprise and at every point from idea to delivery. Learn how Agile-mature organizations adapt nimbly to microchanges in market conditions. Learn cutting-edge practices and concepts as you extend your implementation of Agile through the entire enterprise to meet customer needs. Veteran Agile coach Mario Moreira argues that two critical conditions must be conscientiously cultivated at a company before it can expect to reap in full measure the business benefits of mature Agile. First, individuals at every level must be committed to the mindset and the implementation of practices rigorously focused on delivering value to the customer. Second, all employees must be empowered to take ownership. This holistic transformation wrenches

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the status quo and provokes a strong focus where customers and employees matter. What You'll Learn Establish an idea pipeline to quickly and productively evolve customer value through all levels of the enterprise Incorporate a discovery mindset—experimental, incremental, design, and divergent thinking—and fast feedback loops to increase the odds that what you build aligns more closely to what customer wants Leverage Lean Canvas, personas, story mapping, value stream mapping, Cost of Delay, servant leadership, self-organization, and more to deliver optimum value to customers Use continuous agile budgeting and idea pipelines at the senior levels of the enterprise to enable you to adapt to the speed of the market Reinvent human resources, portfolio management, finance, and many areas of management toward new roles in the enablement of customer value Map a top-to-bottom and end-to-end holistic view of your Agile galaxy to gauge where you are today and where you'd like to go in your Agile future Be truly Agile throughout your enterprise, focused on customer value and employees above all else Who This Book Is For Executives and senior management; sponsors of Agile within a company; ScrumMasters and Agile coaches, champions, and consultants; project management and quality assurance officers (PMOs and AMOs); portfolio managers; product managers and product owners; marketing and business managers; functional, middle, and resource managers; engineering heads and managers; cross-functional engineering/scrum teams; and entrepreneurs and venture capitalists

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Agile continues to be the most adopted software development methodology among organizations worldwide, but it generally hasn't integrated well with traditional security management techniques. And most security professionals aren't up to speed in their understanding and experience of agile development. To help bridge the divide between these two worlds, this practical guide introduces several security tools and techniques adapted specifically to integrate with agile development. Written by security experts and agile veterans, this book begins by introducing security principles to agile practitioners, and agile principles to security practitioners. The authors also reveal problems they encountered in their own experiences with agile security, and how they worked to solve them. You'll learn how to: Add security practices to each stage of your existing development lifecycle Integrate security with planning, requirements, design, and at the code level Include security testing as part of your team's effort to deliver working software in each release Implement regulatory compliance in an agile or DevOps environment Build an effective security program through a culture of empathy, openness, transparency, and collaboration

"When will it be done?" That is probably the first question your customers ask you once you start working on something for them. Think about how many times you have been asked that question. How many times have you ever actually been right? We can debate all we want whether this is a fair question to ask given the tremendous amount of uncertainty in knowledge work,

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but the truth of the matter is that our customers are going to inquire about completion time whether we like it or not. Which means we need to come up with an accurate way to answer them. The problem is that the forecasting tools that we currently utilize have made us ill-equipped to provide accurate answers to reasonable customer questions. Until now. Topics Include Why managing for flow is the best strategy for predictability-including an introduction to Little's Law and its implications for flow. A definition of the basic metrics of flow and how to properly visualize those metrics in analytics like Cumulative Flow Diagrams and Scatterplots. Why your process policies are the potentially the biggest reason that you are unpredictable.

This title offers an intelligent and easy-to-digest roadmap for successfully implementing a lean and agile value chain transformation program. Although the benefits of applying lean concepts or improving the flexibility of a value chain are clear and desperately needed in today's competitive environment, none of the current literature provides guidance on how to do this. Lean and Value Chain Management fills that gap by providing a comprehensive roadmap that shows organizations, step-by-step, how to successfully implement a lean and agile value chain transformation program. It brings together the latest advances in the field in an easy-to-digest format, and offers practical, proven tactics and detailed guidance on every aspect of the value chain redesign process - including how to map the existing process, intelligently leverage new technologies, build a strategy for strengthening relationships with suppliers and

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customers, identify comprehensive related metrics, and much more.

The Agilist's Guidebook- A Reference for Organizational Agile Transformation, this workbook is for all Agilist who choose to enable organizational agile transformation. Competitive pressure and fundamental changes will remain the hallmark of the business environment. Thus the need for new and upgraded skills will continue. Lifelong learning is not simply an educational concept; it is a business necessity. This workbook has emphasized pragmatic challenges we come across during agile transformation and how we can fortify ourselves to surmount all these challenges. This workbook consists of five distinct areas like Organizational coaching, the overall mindset of the team members, Leadership capability, Building a high-performance team, Organization development (Structure and Culture). These five pillars are five elements of the Panch Bhoota Model. If these five elements are not purified or malfunctions, we become ill. As an organization is not a machine, it is an organism, leaders have to take care of these five elements by learning about them and strengthening these elements so that the organization does not get affected by a foreign threat, much like a virus or a bacteria. The political, economic, social, technological, legal environment can threaten an organizations survival. When the organization is stable in these five elements, it can cope with any challenge thrown by the external environment. This workbook will feature some of the challenges and approaches in handling these areas. This workbook will guide the

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reader to evaluate their present skills and take action wherever improvement is desired. The author has highlighted many Mindmaps, checklist, thought-provoking questions for the readers to reflect on and take action, and has emphasized many case studies in this book to make the book practical for the reader. The author had shared many theoretical concepts for the reader to do further research in and enhance learning in those areas. This workbook is a compendium means it is a compilation of concise but detailed information about a specific subject, in this case, Organizational Agile transformation.

Prepare for PMP certification exam success with this fully updated and comprehensive study guide This study guide serves as a comprehensive resource for those who plan on taking the Project Management Professional (PMP) certification exam administered by PMI. The book helps you prepare for the exam, and it will continue to serve project managers as an on-the-job reference book. The PMP Project Management Professional Exam Study Guide, Tenth Edition is fully updated to include recent changes to the exam. New content covers the integral role that Agile and other iterative practices have in project management. Updates also address the pivotal responsibilities of the project manager and the skill sets required for this position. The study guide was written to reflect the Project Management Process and Procedures found in the revised A Guide to the Project Management Body of Knowledge -- PMBOK® Guide, 6th Edition. Well-known author and expert Kim Heldman, PMP, helps to prepare you for the exam with in-depth coverage of

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topics, concepts, and key terms. Learn more about the three main domain areas of people, process, and business environment, plus the predictive, agile, and hybrid approaches to project management. This guide is an effective learning aid that will take your understanding to the next level. Provides comprehensive material, covering the complete exam outline Lists chapter objectives and offers detailed discussions of these objectives Reflects differences in project management environments and approaches Effectively presents real world scenarios, project application sidebars, and chapter review questions You'll also connect to a beneficial, on-the-go resource: an interactive online learning environment and test bank. This environment includes an assessment test, chapter tests, practice exams, electronic flashcards, and a glossary of key terms. A thorough review is the best prep for a challenging certification exam. So, get ready with this essential PMP study guide.

Actionable Agile Metrics for PredictabilityAn Introduction Build resilient applied machine learning teams that deliver better data products through adapting the guiding principles of the Agile Manifesto. Bringing together talented people to create a great applied machine learning team is no small feat. With developers and data scientists both contributing expertise in their respective fields, communication alone can be a challenge. Agile Machine Learning teaches you how to deliver superior data products through agile processes and to learn, by example, how to organize and manage a fast-paced team challenged with solving novel data problems at

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scale, in a production environment. The authors' approach models the ground-breaking engineering principles described in the Agile Manifesto. The book provides further context, and contrasts the original principles with the requirements of systems that deliver a data product. What You'll Learn Effectively run a data engineering team that is metrics-focused, experiment-focused, and data-focused Make sound implementation and model exploration decisions based on the data and the metrics Know the importance of data wallowing: analyzing data in real time in a group setting Recognize the value of always being able to measure your current state objectively Understand data literacy, a key attribute of a reliable data engineer, from definitions to expectations Who This Book Is For Anyone who manages a machine learning team, or is responsible for creating production-ready inference components. Anyone responsible for data project workflow of sampling data; labeling, training, testing, improving, and maintaining models; and system and data metrics will also find this book useful. Readers should be familiar with software engineering and understand the basics of machine learning and working with data. Transform your organization using Agile principles with this proven framework The Six Disciplines of Agile Marketing provides a proven framework for applying Agile principles and processes to marketing. Written by celebrated consultant Jim Ewel, this book provides a concise, approachable, and adaptable strategy for the implementation of Agile in virtually any marketing organization. The Six Disciplines of Agile Marketing

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discusses six key areas of practical concern to the marketer who hopes to adopt Agile practices in their organization. They include: Aligning the team on common goals Structuring the team for greater efficiency Implementing processes like Scrum and Kanban in marketing Validated Learning Adapting to Change Creating Remarkable Customer Experiences The Six Disciplines of Agile Marketing also discusses four shifts in beliefs and behaviors necessary to achieving an Agile transformation in marketing organizations. They include: A shift from a focus on outputs to one based on outcomes A shift from a campaign mentality to one based on continuous improvement A shift from an internal focus to a customer focus A shift from top-down decisions to de-centralized decisions Perfect for anyone in a leadership position at a marketing agency, The Six Disciplines of Agile Marketing also belongs on the bookshelf of anyone interested in improving the efficacy and efficiency of their own marketing efforts. Full of practical advice and concrete strategies that have been successfully implemented at Fortune 500, Silicon Valley, and non-profit organizations alike, this book is an indispensable resource to help your organization make the leap to Agile.

Velocity is the most commonly used metric in agile software delivery. It is also perhaps the least effective metrics in agile software delivery. In "Escape Velocity", Doc Norton walks the reader through common issues with metrics and how to avoid them, alternative metrics that not only help agile teams perform better, but enable them to continuously improve, and techniques for

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forecasting that vastly outperform the use of velocity. In a quirky, casual, and information dense style, Doc Norton makes the topic of tracking data entertaining and shows us how to be more effective in the pursuit of excellent software.

Being Agile is your roadmap to successfully transforming your organization to an Agile culture. Veteran agile coach Mario Moreira teaches new adopters how to implement a robust Agile framework to derive from it the maximum business benefit in terms of customer value, revenue, and employee engagement. Agile is a ubiquitous watchword in the corporate world, but only a minority of companies understand and practice what they pay lip service to. Too many content themselves with half-baked approximations such as Fragile (fragile Agile), ScrumBut (Scrum but not the practices), and Scrum Fall (mini-waterfalls in the sprints). Moreira shows maturing early adopters how to bridge the chasm between going through the motions of doing Agile and genuinely being Agile. After a high-level synopsis of Agile's values and principles, methodologies (including Scrum, Kanban, DSDM, Leam, VFQ, and XP), and roles, Moreira plunges into the nitty-gritty of how to apply the ready, implement, coach, and hone (RICH) deployment model to all phases of a project in such a way as to embody and inculcate agile values and principles at the team level and promote agile transformation across your organization's culture. The second XP Universe and ?rst Agile Universe brought together many p- ple interested in building software in a new way. Held in Chicago, August 4–7, 2002 it attracted software experts, educators, and

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developers. Unlike most conferences the venue was very dynamic. Many activities were not even well defined in advance. All discussions were encouraged to be spontaneous. Even so, there were some written words available and you are holding all of them now. We have collected as much material as possible together into this small volume. It is just the tip of the iceberg of course. A reminder to us of what we learned, the people we met, and the ideas we expressed. The conference papers, including research and experience papers, are reproduced in these proceedings. Forty-one (41) papers were submitted. Each submitted paper received three reviews by program committee members. The program committee consisted of 40 members. Papers submitted by program committee members were refereed separately. This ensured that reviewers could provide an honest feedback not seen by the paper submitters. In many cases, the program committee shepherded authors to significantly improve their initial submission prior to completing the version contained in these proceedings. In the end, the program committee chose 25 papers for publication (60% acceptance).

Agile: An Executive Guide describes Agile methods in clear business language specifically written for professionals. It will help you make realistic business-driven decisions on whether Agile methods are appropriate for your organisation; whether you are looking to reduce your IT overheads, provide better software solutions to your clients, or have more control over your IT expenditures. This guide provides practical, proven ways to introduce, incorporate and leverage Agile

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methods to maximise your business returns.

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

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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

Transform your entire organization, not just a part of it. Take a modern look now that the world is focusing on business agility rather than thinking about team-level or even scaled Agile. Many people and businesses believe that “doing Agile” will solve all their business and organizational problems. The truth is that “doing Agile”, especially team-level agility, is not the same as being an agile organization. Authors Doug Dockery and Laureen Knudsen share their years of experience in transforming corporations and organizations to successfully compete and win in today's fast-paced markets. Using proven techniques and stories of actual experiences in a multitude of organizations, Doug and Laureen relate what it takes to successfully transform your organization, as well as how to tell if your transformation is working.

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Modern Business Management details what you need to know to transform your business to deliver value and thrive. Coverage includes: What Agile means to an executive and the benefits you should be seeing The top failure modes and why so many transformations fail A framework for success, including an operational framework and a transformation framework How big data internal to a company is needed to successfully run a world-wide corporation today The definition of a modern business and what it looks like What You'll learn Understand why businesses are not getting the benefits out of their current Agile transformation Follow the process that organizations need to go through to succeed See how C-level executives can benefit from Agile practices Know how to succeed where others are failing Discover how to keep up with a constantly disrupted and ever-changing market Who This Book Is For Management and executives in corporations from the director level to the C-level

Make your Swift apps agile and sound with this short step by step guide. You'll learn about unit testing, mocking and continuous integration and how to get these key ingredients running in your Swift projects. This book also looks at how to write your Swift apps using test driven development (TDD). Agile practices have made major inroads in iOS development, however it's very unusual to see something as basic as unit testing on a Swift application. Done correctly, Agile development results in a significant increase in development efficiency and a reduction in the number of defects. Apple has released unit testing and code coverage frameworks for

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Swift development in XCode. Up until now getting unit testing up and running in Swift was not for the faint-hearted. Thankfully now, there is no excuse other than a lack of information on where to get started. iOS developers are faced with their own set of problems such as tightly coupled code, fragmentation, immature testing tools all of which can be solved using existing Agile tools and techniques. Swift Programming Using Agile Tools and Techniques is your solution to handling these tasks. What You Will Learn Write unit tests in Swift Write an application using test driven development Examine GUI testing, refactoring, and mocking frameworks Set up and configure a continuous integration server Measure code coverage Who This Book Is For Swift developers and would be mobile app testers will benefit from the guidance in this book.

Be flexible and faster with Agile project management As mobile and web technologies continue to evolve rapidly, there is added pressure to develop and implement software projects in weeks instead of months. Agile Project Management For Dummies can make that happen. This is the first book to provide a simple, step-by-step guide to Agile Project Management approaches, tools, and techniques. With the fast pace of mobile and web technology development, software project development must keep pace; Agile Project Management enables developers to complete and implement projects more quickly and this book shows you how. Offers a practical context for understanding and applying Agile techniques, moving from theory into actual practice Explains when to use Agile and how to

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avoid common pitfalls Written by experts who know how to apply the principles in real-world situations Agile Project Management For Dummies enables you to understand and apply Agile principles for faster, more accurate development.

Discover How to Make Your Project Control Even More Effective and Bring More Transparency and Security to Your Projects This book covers the basic concepts of EARNED VALUE MANAGEMENT in an easy understandable way. You will find on more than 200 pages comprehensive knowledge about Earned Value Management, simply explained with more than 50 illustrations – and aligned with the PMBOK® Guide 6th Edition 2018. Project control and reporting of costs, schedules, technical progress and risks is essential in projects. With EARNED VALUE MANAGEMENT (EVM) you get an extremely effective project control tool to bring the necessary transparency and security to your projects. Find out the answers to this difficult questions: - The actual costs are lower than the planned costs. Does this mean that the project is working well or that it is behind schedule? - The actual costs are higher than the planned costs and the project is half completed. What are the estimated costs of the project when it is completed? - When will the project be completed? - How efficiently are we using our time and resources? - How much will the profit or ROI be at the end of the project? With the answers to these questions you will quickly know the real status and health of your project. Overly optimistic estimates regarding actual project progress are quickly revealed with the EVM performance figures.

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This way you obtain early warning signals to manage your project successfully and you can also make early forecasts of the project end costs and the probable project duration. In this book you will discover the most important concepts of Earned Value Management in order to apply it successfully. You will learn about the following topics: - Project control fundamentals - The Genesis of Earned Value Management - What is Earned Value Management and why do we need it? - Project and budget planning when using Earned Value Management - The calculation of the Earned Values and its derived EVM performance figures - Project monitoring and forecasts with EVM performance figures - Reporting when using Earned Value Management - Implementing Earned Value Management With its comprehensive glossary containing definitions of all key terms, this book is equally suitable as a comprehensive introduction and as a reference book for everyday work. This book is an indispensable manual for beginners in the EVM topic but also for experienced Project Managers, Project Controls Specialists and Project Portfolio Managers who have the first contact with EVM. The terminology used in this book is Check out the preview! Buy this book to make your projects even more successful!

Roll up your sleeves and jump into Agile project management to use and customize Microsoft Azure DevOps. Organizations adopt Agile practices because they are a key enabler to run better projects, get more successful end results, and achieve an overall higher quality output. To benefit the most from Agile, you need an Application Life Cycle Management (ALM) or DevOps

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toolset that supports your style and work environment. Agile Project Management with Azure DevOps teaches you how to use Azure DevOps to implement many Agile practices such as SAFe, Scrum, and Kanban, and it shows you how they fit into a well-planned Agile implementation. Agile product owners will learn how to work with Azure DevOps to set up a project from scratch, and to continue using Azure DevOps throughout. Keeping track of progress is important in any project. Author Joachim Rossberg teaches you about the tools in Azure DevOps that can help you track progress and key metrics, including those that are available right out of the box. You will learn how to create and refine the backlog, work with Kanban and Scrum task boards, and get exposed to valuable key concepts along the way. Finally, you will dive into Azure DevOps extensibility to learn about the many ways you can customize reporting to best meet your needs

**What You'll Learn**

- Understand Agile product management concepts and processes for working with Azure DevOps
- Discover how Azure DevOps supports agile processes end-to-end
- Implement Agile processes in Azure DevOps
- Customize Azure DevOps to better support your processes
- Complete step-by-step setup of an Agile project from scratch and manage it through its life cycle

**Who This Book Is For**

Software product owners, Agile leaders, Scrum masters, and software engineers who use Microsoft Azure DevOps. A basic understanding of Agile is helpful.

Metrics are like a course of a meal. They should satisfy a need for something. Data is like a fresh ingredient. Know where it comes from and know the shelf life

**Combining**

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data and calculations is like a recipe. Know the core ingredients. Know how to properly combine.

This book will help you get started with agile project management using Microsoft's latest releases of its market-leading Team Foundation Server (TFS) 2015, and Visual Studio Team Services (VSTS). The book demonstrates agile concepts and how to implement them using TFS/VSTS. Many organizations are using agile practices today. Agility has become a key enabler for running better projects with more successful end results and high quality output. At the same time, adoption of TFS/VSTS has increased dramatically, from being just a new version control system in the very beginning to becoming the fully-featured market leader it is today. In order to benefit the most from agile practices you need an Application Lifecycle Management (ALM) toolset that supports your way of working. With TFS/VSTS, Microsoft has provided a powerful tool that is very customizable. This book shows you how you can use TFS/VSTS to implement many agile practices and how they fit into a well-thought-out ALM implementation. The book also shows how an agile product owner can work with TFS/VSTS to setup an agile project from scratch and how to continue using TFS/VSTS throughout the whole project to track progress, create and refine the backlog, and work with Kanban and Scrum Task boards. Keeping track of progress is important in any project. TFS/VSO includes many tools which will help you to track key metrics in an agile project. Many useful reports are available out of the box, and the TFS extensibility offers several ways to further customize reporting to fit your

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needs. What You Will Learn: Agile Concepts and Processes How TFS/VSO supports agile processes end to end How you can customize TFS/VSO to better support your processes How to set up an agile project from scratch and manage it over its lifecycle

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