

# BETTER SOFTWARE

CONFERENCE & EXPO

JUNE 9-12, 2008  
LAS VEGAS, NEVADA  
THE VENETIAN

Agile Development ↑

Project Management ↑

People & Teams ↑

Testing & QA ↑

Requirements ↑

Process & Metrics ↑

Design & Architecture ↑

Conference Sponsor:



## KEYNOTES BY INTERNATIONAL EXPERTS



**Ken Schwaber**  
*Advanced Development  
Methods, Inc.*



**Michael Mah**  
*QSM Associates*



**Jean Tabaka**  
*Rally Software  
Development*



**Johanna Rothman**  
*Rothman Consulting  
Group, Inc.*



*The Venetian*

## TUTORIALS WORKSHOPS CLASSES



Alan Shalloway	John Janakiraman
Andy Glover	Julie Gardiner
Andy Hunt	Ken Pugh
Andy Kaufman	Ken Schwaber
Ari Takanen	Kent McDonald
Beth Layman	Kevin Bodie
Bob Hartman	Lee Copeland
Chris Ronak	Lee Devin
Chuck Allison	Linda Rising
Dan North	Linda Westfall
David Garmus	Lisa Crispin
David Herron	Michael Mah
David Spann	Michele Sliger
Ed Weller	Mike Seavers
Elle Ringham	Mike Tholfsen
Guruprasad Gopalakrishnan	Mitch Lacey
Herbert (Hugh) Thompson	Nelson Perez
Hubert Smits	Paco Hope
James McCaffrey	Payson Hall
James Newkirk	Pollyanna Pixton
Jared Richardson	Rebecca Wirfs-Brock
Jean Tabaka	Richard Bender
Jeff Patton	Rob Myers
Jeff Payne	Robert Galen
Jerry Smith	Stacia Broderick
Jimmy Xu	Tim Korson
Johanna Rothman	Todd Little
	Vladimir Pavlov
	Will McKnight

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[www.sqe.com/bsce](http://www.sqe.com/bsce)

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## LETTER FROM THE PROGRAM CHAIR



Dear Colleague,

I'm Lee Copeland, Program Chair of the Better Software Conference & EXPO. On behalf of Software Quality Engineering, I'm pleased to invite you to attend this exciting conference, now in its fifth year. Software Quality Engineering has a long history of producing great conferences. The STAREAST and STARWEST testing conferences are in their sixteenth year. The Agile Development Practices conference made its successful debut last December.

The four-day Better Software Conference & EXPO kicks off on Monday and Tuesday with two days of pre-conference tutorials and workshops (both full- and half-day) led by industry experts. Then, during the two-day conference on Wednesday and Thursday, we combine keynotes, concurrent classes, and the EXPO for a fantastic program. Four world-class experts present keynote addresses to enlighten and inspire you. Forty-two concurrent classes allow you to create your own conference specific to your personal and organizational needs.

Choose from a wide variety of presentations on agile development, project management, leading people and teams, testing and QA, requirements, architecture, design, metrics, security, and other vital topics.

At the EXPO you can meet one-on-one with representatives of today's most progressive and innovative organizations. Join us in Las Vegas where there's never a dull moment. Whether you're attending the conference by yourself or you've brought the family along for the excitement, there's something for everyone. The Venetian is one of Las Vegas' finest conference venues. I look forward to seeing you at the Better Software Conference & EXPO.

"What happens in Vegas stays in Vegas" is their advertising slogan, but what you'll learn in Vegas at the Better Software Conference & EXPO will benefit your organization for years to come.

Sincerely,

Lee Copeland  
Program Chair



## WHO'S BEHIND THE CONFERENCE?



Software Quality Engineering assists professionals interested in improving software practices. Four conferences are hosted annually—the STAR conference series, the Better Software Conference & EXPO, and Agile Development Practices. Software Quality Engineering also delivers software training, publications, and research. [www.sqe.com](http://www.sqe.com)



*Better Software* magazine brings you the hands-on facts you need to run smarter projects and to deliver better products that win in the marketplace. [www.BetterSoftware.com](http://www.BetterSoftware.com)



StickyMinds.com is a complete online resource to help you produce better software. It offers original articles from industry experts, technical papers, industry news, a tools guide, forums, and much more. [www.StickyMinds.com](http://www.StickyMinds.com)

- 1 Discover the latest in software development technologies, trends, and practices
- 2 Find the right balance between the plan-driven and agile approaches
- 3 Learn new ways to lead and inspire your software teams
- 4 Discover effective measurement approaches to optimize your software investment
- 5 Address your software security issues at the source of the problems
- 6 Speak with leading industry experts regarding the latest software development technologies
- 7 Benefit from real-world experiences of leading software development organizations
- 8 Network and receive strategic insight and tactical advice from peers and experts
- 9 Attend the EXPO for the latest tools and services to help you build and deliver Better Software
- 10 Finally ... It's Vegas, Baby!

## BRING A BUDDY DISCOUNT

Bring a colleague and each of you saves an additional \$200. Register any two people at the same time for the full conference and save \$200 off each registration. **Please call the Client Support Group at 888-268-8770 or 904-278-0524 to register.** Use promotion code **BBBS** when registering to receive your discount.

## WHO SHOULD ATTEND?

Software professionals seeking the latest practices in software development today—from the highly structured plan-driven approaches to the highly creative, customer-intimate agile ones.

- Software managers, directors, CTOs, and CIOs
- Project managers and leads
- Measurement and process improvement specialists
- Requirements and business analysts
- Software architects
- Lead developers and software engineers
- Security engineers
- Test and QA managers

## NETWORKING WITH COLLEAGUES

- **The EXPO**—Look for answers to your development needs and meet other attendees with the same challenges
- **Open Space**—Discuss a topic in greater depth or examine a topic not on the program
- **Meet the Speakers at Lunch**—Pose your toughest questions to industry experts
- **Bookstore and Speaker Book Signings**—Meet the author of your favorite software book
- **Welcome Reception**—Kick off the Better Software Conference & EXPO with hors d'oeuvres and refreshments, and network with peers and experts in the industry
- **EXPO Reception**—Socialize with others and enjoy complimentary food and beverages
- **Breakfasts, Breaks, Lunches, and More!**



# CONFERENCE AT-A-GLANCE

SUNDAY,  
JUNE 8

8:30	<b>Software Testing Certification—Certified Tester – Foundation Level Training</b> (8:30 a.m. - 12:00 p.m.)
12:00	Lunch
1:00	<b>Software Testing Certification—Certified Tester – Foundation Level Training</b> (1:00 p.m. - 5:00 p.m.)

## MONDAY, JUNE 9

8:30	Tutorial Sessions (8:30 a.m. - 12:00 p.m.)	
	<p><b>MONDAY FULL DAY TUTORIALS</b></p> <p><b>MA The Leadership Tutorial: Improving Your Ability to Stand and Deliver</b> <i>Andy Kaufman, Institute for Leadership Excellence &amp; Development Inc.</i></p> <p><b>MB Principles and Practices of Lean-Agile Development</b> <i>Alan Shalloway, Net Objectives</i></p> <p><b>MC Essential Software Requirements</b> – <i>Lee Copeland, Software Quality Engineering</i></p> <p><b>MD Software Security Fundamentals</b> – <i>Paco Hope, Cigital</i></p> <p><b>ME Leading Change through Collaboration</b> <i>Pollyanna Pixton, Accelinnova; Todd Little, Landmark Graphics Corporation</i></p> <p><b>MF Practical Software Measurement: Objective Information for Decision Makers</b> <i>Beth Layman, Layman and Layman</i></p> <p><b>MG Test-Driven Development</b> – <i>Rob Myers, Net Objectives</i></p>	<p><b>MONDAY MORNING TUTORIALS</b></p> <p><b>MH Influence Strategies for Practitioners</b> – <i>Linda Rising, Independent Consultant</i></p> <p><b>MI User Story Mapping</b> – <i>Jeff Patton, Independent Consultant</i></p> <p><b>MJ Risk-Based Testing: A Systematic Approach</b> – <i>Julie Gardiner, Grove Consultants</i></p> <p><b>MK One Iteration at a Time: The Life of an Agile Tester</b> <i>Lisa Crispin, ePlan Services, Inc.</i></p> <p><b>ML Functional Programming Makes a Comeback</b> – <i>Chuck Allison, Utah Valley University</i></p> <p><b>MM Ending Deadly Meetings: The Keys to Success</b> <i>David Spann, Agile Adaptive Management, Inc.</i></p> <p><b>MN Artful Making for Agile Teams</b> <i>Stacia Broderick, AgileEvolution, Inc.; Lee Devin, Swarthmore College</i></p> <p><b>MO Software Inspections in the 21st Century</b> <i>Ed Weller, Integrated Productivity Solutions, LLC</i></p> <p><b>MP Project Risk Management: A Systematic Approach</b> – <i>Jeff Payne, Independent Consultant</i></p>
12:00	Lunch	
1:00	Tutorial Sessions (1:00 p.m. - 4:30 p.m.)	
	<p><b>MONDAY FULL DAY TUTORIALS (CONTINUED)</b></p> <p><b>MA The Leadership Tutorial: Improving Your Ability to Stand and Deliver</b> <i>Andy Kaufman, Institute for Leadership Excellence &amp; Development Inc.</i></p> <p><b>MB Principles and Practices of Lean-Agile Development</b> <i>Alan Shalloway, Net Objectives</i></p> <p><b>MC Essential Software Requirements</b> – <i>Lee Copeland, Software Quality Engineering</i></p> <p><b>MD Software Security Fundamentals</b> – <i>Paco Hope, Cigital</i></p> <p><b>ME Leading Change through Collaboration</b> <i>Pollyanna Pixton, Accelinnova; Todd Little, Landmark Graphics Corporation</i></p> <p><b>MF Practical Software Measurement: Objective Information for Decision Makers</b> <i>Beth Layman, Layman and Layman</i></p> <p><b>MG Test-Driven Development</b> – <i>Rob Myers, Net Objectives</i></p>	<p><b>MONDAY AFTERNOON TUTORIALS</b></p> <p><b>MQ Fundamentals of Writing Secure Code</b> – <i>Herbert (Hugh) Thompson, People Security</i></p> <p><b>MR Test Estimation for Development and Test Managers</b> <i>Julie Gardiner, Grove Consultants</i></p> <p><b>MS From User Story to User Interface</b> – <i>Jeff Patton, Independent Consultant</i></p> <p><b>MT Value Stream Mapping for Software Development</b> – <i>Bob Hartman, Net Objectives</i></p> <p><b>MU Design Principles Behind Design Patterns</b> – <i>Chuck Allison, Utah Valley University</i></p> <p><b>MV Measuring and Monitoring Process Improvement</b> <i>David Herron and David Garmus, The David Consulting Group</i></p> <p><b>MW Metrics in Agile Development</b> – <i>Michael Mah, QSM Associates, Inc.</i></p> <p><b>MX Understanding the CMMI®</b> – <i>Will McKnight, Next Level Consultants</i></p> <p><b>MY Groovy Agile Development—With Groovy</b> – <i>Andy Glover, Stelligent, Inc.</i></p>
5:00	ASTQB Testing Certification Information Session	

## TUESDAY, JUNE 10

8:30	Tutorial Sessions (8:30 a.m. - 12:00 p.m.)	
	<p><b>TUESDAY FULL DAY TUTORIALS</b></p> <p><b>TA Fearless Change: Introducing New Ideas</b> – <i>Linda Rising, Independent Consultant</i></p> <p><b>TB Facilitation Skills for Project Leaders</b> – <i>Jean Tabaka, Rally Software Development</i></p> <p><b>TC Managing Imposed Deadlines: Risk Management in the Real World</b> <i>Michael Mah, QSM Associates, Inc.</i></p> <p><b>TD Test Case Development in Agile Development</b> – <i>Timothy Korson, Korson Consulting</i></p> <p><b>TE Hands-On Responsibility-Driven Design</b> – <i>Rebecca Wirfs-Brock, Wirfs-Brock Associates</i></p> <p><b>TF Finding Ambiguities in Requirements</b> – <i>Richard Bender, Bender RBT</i></p> <p><b>TG Twelve Steps to a Successful Metrics Program</b> – <i>Linda Westfall, The Westfall Team</i></p> <p><b>TH Agile Requirements Interactive</b> – <i>Ken Pugh, Net Objectives</i></p>	<p><b>TUESDAY MORNING TUTORIALS</b></p> <p><b>TI Scrum Basics from the Master</b> – <i>Ken Schwaber, Advanced Development Methods, Inc.</i></p> <p><b>TJ Finding and Developing Agile Leaders</b> – <i>David Spann, Agile Adaptive Management, Inc.</i></p> <p><b>TK Behavior-Driven Development: A Tester's Dream</b> – <i>Dan North, ThoughtWorks</i></p> <p><b>TL Fitness: Executable Documentation for Agile Testing</b> – <i>Andy Glover, Stelligent, Inc.</i></p> <p><b>TM Refactoring Your Wetware: Thinking About Thinking</b> <i>Andy Hunt, The Pragmatic Programmers</i></p> <p><b>TN Gambling Your Future: Effective Portfolio Management</b> <i>Todd Little, Landmark Graphics Corporation; Kent McDonald, Knowledge Bridge Partners</i></p> <p><b>TO Leading Successful Projects in Changing Environments</b> – <i>Pollyanna Pixton, Accelinnova</i></p> <p><b>TP Software Endgames: Learning to Finish What You've Started</b> <i>Robert Galen, Robert Galen Consulting Group</i></p>
12:00	Lunch	
1:00	Tutorial Sessions (1:00 p.m. - 4:30 p.m.)	
	<p><b>TUESDAY FULL DAY TUTORIALS (CONTINUED)</b></p> <p><b>TA Fearless Change: Introducing New Ideas</b> – <i>Linda Rising, Independent Consultant</i></p> <p><b>TB Facilitation Skills for Project Leaders</b> – <i>Jean Tabaka, Rally Software Development</i></p> <p><b>TC Managing Imposed Deadlines: Risk Management in the Real World</b> <i>Michael Mah, QSM Associates, Inc.</i></p> <p><b>TD Test Case Development in Agile Development</b> – <i>Timothy Korson, Korson Consulting</i></p> <p><b>TE Hands-On Responsibility-Driven Design</b> – <i>Rebecca Wirfs-Brock, Wirfs-Brock Associates</i></p> <p><b>TF Finding Ambiguities in Requirements</b> – <i>Richard Bender, Bender RBT</i></p> <p><b>TG Twelve Steps to a Successful Metrics Program</b> – <i>Linda Westfall, The Westfall Team</i></p> <p><b>TH Agile Requirements Interactive</b> – <i>Ken Pugh, Net Objectives</i></p>	<p><b>TUESDAY AFTERNOON TUTORIALS</b></p> <p><b>TQ All Out Scrum: Experiencing a Product Release</b> <i>Hubert Smits, Rally Software Development</i></p> <p><b>TR Measuring and Using Your Team's Velocity</b> – <i>Rob Myers, Net Objectives</i></p> <p><b>TS Releasing Agile Products in the Enterprise</b> <i>Robert Galen, Robert Galen Consulting Group</i></p> <p><b>TT Writing Good Software Security Requirements</b> – <i>Paco Hope, Cigital</i></p> <p><b>TU Quantitative Techniques for Software Management</b> <i>James McCaffrey, Volt Information Sciences, Inc.</i></p> <p><b>TV Agile Leadership: Inside the Project and From Above</b> – <i>Pollyanna Pixton, Accelinnova</i></p> <p><b>TW Expanding Your Discussion Toolkit for Better Communication</b> <i>Michele Sliger, Sliger Consulting</i></p> <p><b>TX Discovering the Agile Project Manager Inside You</b> <i>Johanna Rothman, Rothman Consulting Group</i></p>
4:30	Welcome Reception (4:30 p.m. - 6:00 p.m.)	

# CONFERENCE AT-A-GLANCE

## WEDNESDAY, JUNE 11

8:30	<b>Opening Remarks</b> — Lee Copeland, Program Chair						
8:45	<b>That's No Way to Run a Business</b> — Ken Schwaber, Advanced Development Methods, Inc.						
9:45	Morning Break						
	<b>Managing Projects and Teams</b>	<b>Agile Management</b>	<b>Agile Development</b>	<b>Process Improvement</b>	<b>Testing</b>	<b>Requirements</b>	<b>Special Topics</b>
10:00	<b>W1</b> What's the Deal with "Best Practices"—Revisiting the Idea Dan North, Thoughtworks	<b>W2</b> Flow, Pull, Innovate: The Secrets to Agile Adoption Jean Tabaka, Rally Software Development	<b>W3</b> Agile in the Non-Agile Enterprise: Hurdling Obstacles Michele Sliger, Sliger Consulting	<b>W4</b> More than the Process Police: CMMI® Process and Product Quality Assurance Will McKnight, Next Level Consultants	<b>W5</b> Lessons Learned in Programmer Testing James Newkirk, Microsoft	<b>W6</b> Beyond User Stories: Managing Requirements by Business Need Alan Shalloway, Net Objectives	<b>W7</b> Agile Death Marches: Fast, Expensive, Deadly Ken Schwaber, Advanced Development Methods, Inc.
11:30	Lunch in the EXPO (EXPO open 11:00 a.m. - 3:00 p.m.)						
12:45	<b>W8</b> Bandages or Tombstones? Distinguishing Between Minor Setbacks and Impending Doom Payson Hall, Catalysis Group, Inc.	<b>W9</b> Pragmatic Agility: Principles, Not Dogma Andy Hunt, The Pragmatic Programmers	<b>W10</b> Collaborative Card Play: A Fun Way to Learn Agile Modeling Jeff Patton, Independent Consultant	<b>W11</b> Deception and Estimation: How We Fool Ourselves Linda Rising, Independent Consultant	<b>W12</b> Early Defect Detection for Software Analysis and Design Vladimir Pavlov, International Software and Productivity Engineering Institute	<b>W13</b> Answer the Call: Help Product Owners Define and Prioritize Requirements Kent McDonald, Knowledge Bridge Partners	<b>W14</b> The Give and Take of Design Criticism Rebecca Wirfs-Brock, Wirfs-Brock Associates
2:15	Networking Break in the EXPO						
2:45	<b>W15</b> The Psychology of Software Engineers James McCaffrey, Volt Information Sciences, Inc.	<b>W16</b> Agile Leadership: Coaching Great Teams Robert Galen, Robert Galen Consulting Group	<b>W17</b> Agile Software Testing Strategies Jared Richardson, 6th Sense Analytics	<b>W18</b> Successful Process Improvement—The Agile Way Nelson Perez, Sierra's Edge, Inc.	<b>W19</b> Ten Principles of an Agile Tester Lisa Crispin, ePlan Services, Inc.	<b>W20</b> Who Are Your Project Stakeholders? Linda Westfall, The Westfall Team	<b>W21</b> Eight Steps to a Virtualized Test Environment John Janakiraman, illumita
4:15	Networking Break in the EXPO (EXPO open 4:00 p.m. - 6:30 p.m.)						
4:30	<b>The Good, the Better, and the Rather Puzzling: The Agile Experience at Five Companies</b> — Michael Mah, QSM Associates						
5:30	Reception in the EXPO, 5:30 p.m. - 6:30 p.m.						

## THURSDAY, JUNE 12

8:30	<b>Opening Remarks</b> — Lee Copeland, Program Chair						
8:35	<b>Attacking Waste in Software: Three Practices We Must Embrace Now</b> — Jean Tabaka, Rally Software Development						
9:45	Networking Break in the EXPO (EXPO open 9:30 a.m. - 3:00 p.m.)						
	<b>Managing Projects and Teams</b>	<b>Personal Development</b>	<b>Agile Development</b>	<b>Metrics</b>	<b>SOA</b>	<b>Security</b>	<b>Special Topics</b>
10:15	<b>T1</b> Fifteen Tips for Speeding Up Your Project Johanna Rothman, Rothman Consulting Group, Inc.	<b>T2</b> Your Attention Please: Concentration is a Learnable Skill Lee Devin, Swarthmore College	<b>T3</b> Continuous Integration: The Cornerstone of a Great Shop Jared Richardson, 6th Sense Analytics	<b>T4</b> The Uncertainty Surrounding the Cone of Uncertainty Todd Little, Landmark Graphics Corporation	<b>T5</b> A Toolkit for Assessing SOA Readiness Jerry Smith, Symphony Services	<b>T6</b> Software Security Assessment: The Naked Truth Herbert (Hugh) Thompson, People Security	<b>T7</b> SOX and HIPPA and RESPA, Oh My! Mastering Software Compliance Elle Ringham, Cognizant Technology Solutions
11:45	Lunch in the EXPO • Meet the Speakers						
1:00	<b>T8</b> A Recipe for Self-Induced Project Failure Mike Seavers, BJC HealthCare	<b>T9</b> The Leadership Imperative: Creating a Culture of Trust Pollyanna Pixton, Accelinova	<b>T10</b> The Impact of Poor Estimating and How to Fix It Mitch Lacey, Ascentium	<b>T11</b> Function Point Analysis: A Quick and Easy Primer David Garmus & David Herron, The David Consulting Group	<b>T12</b> SOA Testing Challenges and Proven Practices Guruprasad Gopalakrishnan, Wipro Technologies	<b>T13</b> Automating Security Testing with cUrl and Perl Paco Hope, Cigital	<b>T14</b> Real Software QA Linda Westfall, The Westfall Team
2:30	Networking Break in the EXPO (EXPO open 9:30 a.m. - 3:00 p.m.)						
3:00	<b>T15</b> Maximizing ROI on New Technology Acquisition Chris Ronak, Divestco, Inc.	<b>T16</b> An Alternative to Consensus: Accelerating Effective Decisions Michele Sliger, Sliger Consulting	<b>T17</b> Test-Driven Analysis: Focus on the User, Not the Code Ken Pugh, Net Objectives	<b>T18</b> You Just Don't Understand Me: Interdisciplinary Awareness to the Rescue Mike Tholfsen, Microsoft	<b>T19</b> The Challenges of SOA Security Jimmy Xu, CGI, Inc.	<b>T20</b> Fuzzing: New Tests for Robustness and Security Ari Takananen, Codenomicon	<b>T21</b> Scenario-Based Architecture Reviews: A Quality Process Kevin Bodie, Pitney Bowes
4:30	Networking Break						
4:45	<b>Lessons Learned in Project Management</b> — Johanna Rothman, Rothman Consulting Group, Inc.						
5:30	ASTQB Certified Tester Certification Exam						

**More than 99.7% of 2007 attendees recommend the Better Software Conference & EXPO to others in the industry.**

# Special Events

## Meet the Speakers at Lunch

Thursday, June 12, 2008 During Lunch

Meet with industry experts for an open discussion in key areas of software development technology. Pose your toughest questions, address specific project needs, and gather details on the latest research and cutting-edge practices...or just come by to chat.

## Bookstore and Speaker Book Signings

During EXPO hours, purchase popular industry books—many authored by Better Software Conference & EXPO speakers—from BreakPoint Books. Authors are available for questions and book signings during session breaks and EXPO hours.

## Certification Exam and Information Session

Experienced software testing professionals at the Better Software Conference & EXPO have the opportunity to take the ISTQB™ Certified Tester—Foundation Level exam facilitated by the American Software Testing Qualifications Board (ASTQB). To pre-register for the exam or to download the syllabus, visit [www.astqb.org](http://www.astqb.org). The public examination will be held on site Thursday, June 12, at 5:30 p.m. Not sure if you are ready? On Monday, June 9, at 5:00 p.m. there will be a free information session to introduce you to the certification program and examination.

## Welcome Reception

Tuesday, June 10, 2008, 4:30 p.m.-6:00 p.m.

Kick off the Better Software Conference & EXPO with hors d'oeuvres and beverages. Take this opportunity to network with your peers and experts in the industry.

## EXPO Reception

Wednesday, June 11, 2008, 5:30-6:30 p.m.

All attendees are invited to the EXPO reception for complimentary food and beverages.

## OPEN SPACE

Wednesday and Thursday, June 11-12 During the EXPO

Want to discuss a topic in greater depth? Examine a topic that is not on the program? Meet with others who are also interested? Great! You're looking for Open Space.

We supply an open space—a room, tables, chairs, and flipcharts... you supply the ideas and the leadership. Choose a topic you'd like to discuss, pick a timeslot, promote your topic at the conference, enroll others, and have an Open Space discussion.

That's what Open Space is all about—you are in charge of your own learning. Everyone who comes to an Open Space session should be passionate about the topic and willing to take some responsibility for creating learning out of that passion.

Key principles of Open Space meetings are:

1. Whoever attends is the right person.
2. Whatever happens is the only thing that could have happened.
3. Whenever it starts is the right time.
4. When it is over, it is over.
5. The Law of Two Feet—If you find yourself in a situation where you aren't learning or contributing, go somewhere else. Don't be passive—create your own conference session on a topic of interest to you. If you've never tried Open Space, do it now. You'll teach and you'll learn.



## Software Testing Certification Training Certified Tester—Foundation Level

Sunday, June 8 - Tuesday, June 10  
8:30 a.m. - 5:00 p.m.

### Are you looking for internationally recognized certification in software testing?

Delivered by top experts in the testing industry, Software Testing Certification is an accredited training course, designed to help prepare you for the ISTQB™ Certified Tester—Foundation Level exam. This certification program, accredited by the ISTQB™ through its network of National Boards, is the only internationally accepted certification for software testing. The ISTQB™, a non-proprietary and non-profit organization, has granted more than 60,000 certifications in more than twenty countries around the world.



### REGISTER EARLY—SPACE IS LIMITED!

At 3:30 p.m., on the third day of the course you will have the opportunity to take the ISTQB™ Certified Tester—Foundation Level exam. The ISTQB™ Certified Tester—Foundation Level certification exam is independently administered by the American Software Testing Qualifications Board. A \$250 fee for the exam is included in your course registration. For more information on ISTQB™ certification or to download the syllabus, please visit [www.astqb.org](http://www.astqb.org).

### You save an additional \$200 by attending both the Certification Training and the Conference!

To register for the Certification Course and the Conference, contact our Client Support Group at 888-268-8770 or 904-278-0524 or [sqeinfo@sqe.com](mailto:sqeinfo@sqe.com).

# THE EXPO June 11-12, 2008

## Visit Top Industry Providers Offering the Latest in Software Development Solutions

Looking for answers? Take time to explore this one-of-a-kind EXPO, designed to bring you the latest solutions in technologies, software, and tools covering all aspects of software development. Throughout the EXPO, participate in technical presentations and demonstrations to help you find the tools and services you need to support and improve your software projects. Meet one-on-one with representatives from some of today's most progressive and innovative organizations.



### EXPO Hours

Wednesday, June 11

11:00 a.m. - 3:00 p.m.

4:00 p.m. - 6:30 p.m.

Reception: 5:30 p.m. - 6:30 p.m.

All attendees are invited to the EXPO reception for complimentary food and beverages.

Thursday, June 12

9:30 a.m. - 3:00 p.m.

For Sponsor/Exhibitor news and updates, visit [www.sqe.com/bsce](http://www.sqe.com/bsce)

See page 26 for a preview of sponsors and exhibitors.



# CONFERENCE SPEAKERS

**K** Keynote Speaker

**T** Tutorial Speaker

**C** Class Speaker



**T**  
Conference Chair  
**Lee Copeland**  
Software Quality  
Engineering



**T C**  
**Alan Shalloway**  
Net Objectives



**T C**  
**David Herron**  
The David  
Consulting  
Group



**T C**  
**Jeff Patton**  
Independent  
Consultant



**T C**  
**Lee Devin**  
Swarthmore  
College



**C**  
**Payson Hall**  
Catalysis  
Group, Inc.



**T**  
**Andy Glover**  
Stelligent, Inc.



**T**  
**David Spann**  
Agile Adaptive  
Management, Inc.



**T**  
**Jeff Payne**  
Independent  
Consultant



**T C**  
**Linda Rising**  
Independent  
Consultant



**T C**  
**Pollyanna Pixton**  
Accelinnova



**T C**  
**Andy Hunt**  
The Pragmatic  
Programmers



**T**  
**Ed Weller**  
Integrated  
Productivity  
Solutions, LLC



**C**  
**Jerry Smith**  
Symphony  
Services



**T C**  
**Linda Westfall**  
The Westfall  
Team



**T C**  
**Rebecca Wirfs-Brock**  
Wirfs-Brock  
Associates



**T**  
**Andy Kaufman**  
Institute for  
Leadership  
Excellence &  
Development Inc.



**C**  
**Elle Ringham**  
Cognizant



**C**  
**Jimmy Xu**  
CGI, Inc.



**T C**  
**Lisa Crispin**  
ePlan Services, Inc.



**T**  
**Richard Bender**  
Bender RBT



**C**  
**Ari Takanen**  
Codonomicon



**C**  
**Guruprasad Gopalakrishnan**  
Wipro  
Technologies



**K T C**  
**Johanna Rothman**  
Rothman  
Consulting  
Group, Inc.



**K T**  
**Michael Mah**  
QSM Associates



**T**  
**Rob Myers**  
Net Objectives



**T**  
**Beth Layman**  
Layman and  
Layman



**T C**  
**Herbert (Hugh) Thompson**  
People Security



**C**  
**John Janakiraman**  
illumita



**T C**  
**Michele Sliger**  
Sliger Consulting



**T C**  
**Robert Galen**  
Robert Galen  
Consulting  
Group



**T**  
**Bob Hartman**  
Net Objectives



**T**  
**Hubert Smits**  
Rally Software  
Development



**T**  
**Julie Gardiner**  
Grove  
Consultants



**C**  
**Mike Seavers**  
BJC HealthCare



**T**  
**Stacia Broderick**  
AgileEvolution,  
Inc.



**C**  
**Chris Ronak**  
Divestco, Inc.



**T C**  
**James McCaffrey**  
Volt Information  
Sciences, Inc.



**T C**  
**Ken Pugh**  
Net Objectives



**C**  
**Mike Tholfsen**  
Microsoft



**T**  
**Tim Korson**  
Korson  
Consulting



**T**  
**Chuck Allison**  
Utah Valley  
University



**C**  
**James Newkirk**  
Microsoft



**K T C**  
**Ken Schwaber**  
Advanced  
Development  
Methods, Inc.



**C**  
**Mitch Lacey**  
Ascentium



**T C**  
**Todd Little**  
Landmark  
Graphics  
Corporation



**T C**  
**Dan North**  
Thoughtworks



**C**  
**Jared Richardson**  
6th Sense  
Analytics



**T C**  
**Kent McDonald**  
Knowledge  
Bridge Partners



**C**  
**Nelson Perez**  
Sierra's Edge, Inc.



**C**  
**Vladimir Pavlov**  
International  
Software and  
Productivity  
Engineering  
Institute



**T C**  
**David Garmus**  
The David  
Consulting  
Group



**K T C**  
**Jean Tabaka**  
Rally Software  
Development



**C**  
**Kevin Bodie**  
Pitney Bowes



**T C**  
**Paco Hope**  
Digital



**T C**  
**Will McKnight**  
Next Level  
Consultants

# MONDAY PRE-CONFERENCE TUTORIALS

## MONDAY, JUNE 9, 8:30-4:30 (FULL DAY)

### **FULL DAY MA** The Leadership Tutorial: Improving Your Ability to Stand and Deliver *Andy Kaufman, Institute for Leadership Excellence & Development Inc.*

In this highly interactive session, Andy Kaufman helps you wrestle with real world leadership issues we all face—influencing without authority, motivating your team, and dealing with conflict. Explore the difference between leadership and management—and why it matters—and get a clear picture of a leader's responsibilities, including the balance between short-term and long-term focus and the need to deliver results while developing organizational capability. Discuss the importance of developing the leadership skills of your team members, including practical ways to do so even with a limited training budget. Andy delves into the importance of one-on-one relationships and delivers proven insights on managing upward, dealing with peers, and developing stronger bonds both inside and outside your organization. Accelerate your ability to influence your organization, your projects, and your career to become the leader your team needs and demands. Walk away with practical tools to help you lead your team, including a template for formalizing a team charter, and a reproducible survey to solicit leadership feedback from bosses, peers, stakeholders, and team members.



**Andy Kaufman** helps people around the world become better leaders so they can more reliably deliver results while having a life. He is an international speaker and executive coach, and president of the Institute for Leadership Excellence & Development Inc. Andy is a certified Project Management Professional (PMP) and is the author of *Navigating the Winds of Change: Staying on Course in Business & in Life*, *How to Organize Your Inbox & Get Rid of E-Mail Clutter*, and *Shining the Light on The Secret*.

### **FULL DAY MB** Principles and Practices of Lean-Agile Development *Alan Shalloway, Net Objectives*

As the popularity of agile development spreads, more and more companies are discovering that simply breaking down projects into small iterations is not sufficient. Agile methods require changes in management, analysis, architecture, design, testing, and quality assurance, as well as project management. Given the substantial adjustments required, where can a team or enterprise look for guidance in its transition? Learning the required skill sets individually is fraught with problems—analysis, design, code, and test are not independent; they must be integrated. Join Alan Shalloway as he describes the landscape of skills that a development team needs to become effective agile developers. He discusses a set of principles and practices that integrate the guidance provided by lean, agile methods, design patterns, and more. In particular, Alan details how agile analysis and design patterns support agile methods, and how core “lean” principles support all agile methods, including design and test-driven development.



**Alan Shalloway** is the founder and CEO of Net Objectives. With more than thirty-five years of experience, Alan is an industry thought leader, trainer, and coach in the areas of lean software development, the lean-agile connection, Scrum, agile architecture and using design patterns in agile environments. He is a popular speaker at prestigious conferences worldwide. Alan is the primary author of *Design Patterns Explained: A New Perspective on Object-Oriented Design* and is currently writing a book on Lean Anti-Patterns.

### **FULL DAY MC** Essential Software Requirements *Lee Copeland, Software Quality Engineering*

You deal with software requirements all the time. Whether you are a developer in an agile environment, an analyst who gathers and documents requirements for plan-driven development, a software designer who studies requirements as the basis of your work, a tester who employs or often must discover requirements as the foundation of test cases, or a technical user who describes your needs to development, you need the right approaches and skills to develop and interpret software requirements. Join Lee Copeland to learn how to identify all the important stakeholders of a system and better ways to elicit and capture requirements in different settings: one-on-one interviews, meetings, brainstorming and Joint Application Development (JAD) sessions, buddy checks, inspections, ambiguity reviews, and retrospectives. Discover ways to ferret out the big risks, unknowns, and unresolved conflicts that often doom projects from the start.



With more than thirty years of experience as an information systems professional at commercial and nonprofit organizations, **Lee Copeland** has worked in applications development, software testing, and software process improvement. Lee has developed and taught numerous training courses on software development and testing issues and is a well-known speaker with Software Quality Engineering. The author of the popular reference book, *A Practitioner's Guide to Software Test Design*, Lee presents at software conferences around the world. He is a frequent contributor to *StickyMinds.com* and managing technical editor for *Better Software* magazine.

### **FULL DAY MD** Software Security Fundamentals *Paco Hope, Cigital*

The key to proactive, effective computer system security is getting a risk management handle on the problem of security inside the software. Created by the experts who literally wrote the book on software security, this interactive session encompasses the software security awareness and best practices you need to achieve a secure and trustworthy environment. Everyone involved in software development requires baseline knowledge of software security problems and risks, along with an overall understanding of approaches for producing secure software. Join Paco Hope in this interactive session as he defines the software security problem and then describes a set of software security principles, touch points, and key concepts that can be integrated into any software development lifecycle. Paco describes how and why software is exploited and presents an overview of architectural risk analysis, security testing, and advanced tools for code review. Learn why software security is everyone's job, and take back an overview of your next steps for adopting a comprehensive software security program.



A managing consultant at Cigital, **Paco Hope** has more than twelve years of experience in software and operating system security with areas of expertise in software security policy, code analysis, host security, and PKI. Paco has worked significantly with embedded systems in the gaming and mobile communications industries, and has also served as a subject matter expert on issues of network security standards in the financial industry. Prior to joining Cigital, he served as director of product development for Tovaris, Inc. and head systems administrator in the Department of Computer Science at the University of Virginia. Paco is co-author of *Mastering FreeBSD* and *OpenBSD Security*.

### **FULL DAY ME** Leading Change through Collaboration *Pollyanna Pixton, Accelinnova; Todd Little, Landmark Graphics Corporation*

Leaders today are faced with an incredible challenge—delivering the right results to changing marketplaces, doing more with limited resources, improving processes to reduce costs, opening new markets, and keeping the company from falling into chaos. Amazingly though, the solutions to many challenges are already held within your organization and team. How do you unleash the talent within and foster the flow of innovative ideas? In this hands-on and highly interactive session, Pollyanna Pixton and Todd Little introduce the principles of collaboration and the tools you need to create collaborative cultures in your team and organization. Combining principles with practice, you will learn how to use a proven collaboration process to generate new ideas and embrace change, identify barriers to innovation and agility, and discover novel ways to implement solutions. Practice these techniques and tools to become a more collaborative leader while learning the process for leading upwards and outwards.



An international collaborative leadership expert, **Pollyanna Pixton** developed the models for collaboration and collaborative leadership through her thirty-five years of working inside and consulting with corporations and organizations. She helps companies create workplaces where talent and innovation are unleashed—making them more productive, efficient, and profitable. Pollyanna is a founding partner of Accelinnova, president of Evolutionary Systems, director of the Institute for Collaborative Leadership, and co-author of forthcoming book, *Stand Back and Deliver, A Leader's Guide to the Agile Enterprise* due out in November 2008. She co-founded the Agile Project Leadership Network (APLN) and chaired the Agile 2006 Leadership Summits in London and Minneapolis. Contact her at [ppixton@accelinnova.com](mailto:ppixton@accelinnova.com).



**Todd Little** is a senior development manager for Landmark Graphics Corporation. For more than twenty-five years he has been involved in almost all aspects of software development with a focus on commercial software applications. Todd is on the Board of Directors for the Agile Alliance, a co-author of the Declaration of Interdependence for Agile Project Leadership, and a founding member and past president of the Agile Project Leadership Network (APLN). Todd is a well-known speaker and writer on software engineering topics including business value, uncertainty, complexity, and leadership.

### **FULL DAY MF** Practical Software Measurement: Objective Information for Decision Makers *Beth Layman, Layman and Layman*

Today's fast-paced business environments require just-in-time decisions based on the best information available. What initiatives should we fund? Are we getting value from our efforts and investments? Are we getting better over time? Project teams are concerned with their ability to meet budgets and schedules, whether they will be ready to release as planned, and whether customer requirements have been satisfied. Beth Layman explains the concepts of Practical Software Measurement (PSM) to define measurement programs that can improve your decision-making. Beth discusses the role of measurement at all levels of the enterprise and how history, culture, and maturity influence the measurement footprint. She describes how to use an issue-driven measurement approach by defining what to measure, how to collect the data, how to analyze the information, and how to use the results. Beth illustrates this approach through real-world case studies. Take away a practical approach for measuring what's important to your organization and learn ways to avoid the typical measurement roadblocks that plague many organizations.



A successful process improvement consultant, facilitator, teacher, and coach with more than twenty-five years of experience in the high tech sector, **Beth Layman** is an authority on measurement and process improvement. Her wide-ranging experience includes commercial, government, aerospace, and product software organizations. Beth provides training and interactive workshops, assessments, management consulting, and coaching in areas such as process definition, management, and improvement, software and performance measurement, project and portfolio management, and software quality assurance. Beth is an SEI Authorized CMMI® Lead Appraiser and is co-author of *Practical Software Measurement: Objective Information for Decision Makers*.

### **FULL DAY MG** Test-Driven Development *Rob Myers, Net Objectives*

Test-Driven Development (TDD) is a powerful technique for combining software design, testing, and coding to increase reliability and productivity. Rob Myers demonstrates the basic and essential TDD techniques, including unit testing with the common xUnit family of open source development frameworks, refactoring code, and using mock/fake objects in development. Use exercises to practice the techniques. With many years of product development experience using TDD, Rob will address the questions that arise during your own relaxed exploration of the techniques.

Attendees should have strong programming skills and be familiar with an object-oriented language and programming techniques. Each delegate should bring a laptop installed with your favorite programming language and IDE—and come prepared to write code. Rob can provide JUnit for Java and NUnit for any .NET language. For any other language choice (e.g., C++ or Ruby), you will need to install (and verify) your chosen xUnit framework prior to the tutorial.



**Rob Myers** has more than twenty years of professional experience in software development, including projects for industry leaders in medical, aerospace, and financial services. In the late 1990s, Rob became an xUnit Programming coach and traveled throughout the country assisting teams with agile software development practices and object-oriented design techniques. Rob brings to the classroom his passion for Lean software development, team development, and sane work environments. He currently teaches Test-Driven Development and Refactoring, Effective .NET, and a new Test-Driven ASP.NET course.

LAPTOP REQUIRED



# MONDAY PRE-CONFERENCE TUTORIALS

MONDAY, JUNE 9, 8:30-12:00 (MORNING HALF-DAY)

**HALF DAY MH** **Influence Strategies for Practitioners**  
*Linda Rising, Independent Consultant*

You've tried and tried to convince people of your position. You've laid out your logical arguments on impressive PowerPoint slides—but you are still not able to sway them. Cognitive scientists understand that the approach you are taking is rarely successful. Often you must speak to others' subconscious motivators rather than their rational, analytic side. Linda Rising shares influence strategies that you can use to more effectively convince others to see things your way. These strategies take advantage of a number of hardwired traits: "liking"—we like people who are like us; "reciprocity"—we repay in kind; "social proof"—we follow the lead of others similar to us; "consistency"—we align ourselves with our previous commitments; "authority"—we defer to authority figures; and "scarcity"—we want more of something when there is less to be had. Learn how to build on these traits as a way of bringing others to your side. Use this valuable toolkit in addition to the logical left-brain techniques on which we depend.



Linda Rising has a Ph.D. from Arizona State University in the field of object-based design metrics and a background that includes university teaching and industry work in telecommunications, avionics, and strategic weapons systems. An internationally known presenter on topics related to patterns, retrospectives, and the change process, Linda is the author of *Design Patterns in Communications*, *The Pattern Almanac 2000*, *A Patterns Handbook*, and co-author with Mary Lynn Manns of *Fearless Change: Patterns for Introducing New Ideas*. Find more information about Linda at [www.lindarising.org](http://www.lindarising.org).

**HALF DAY MI** **User Story Mapping**  
*Jeff Patton, Independent Consultant*

Is your agile project buried under a mountain of user stories? As you add stories, does your vision of the product you're building grow hazier? As story count increases, do business stakeholders become more frustrated with prioritization? Do you find it difficult to communicate the big picture of what your system does? User story mapping is a simple approach to gathering and organizing user stories. A story map will help you prioritize stories into sensible releases that maximize value by placing emphasis on the users of the software and what they can accomplish when the software is released. In a fun and fast-paced tutorial, Jeff Patton reviews the basics of good agile stories and describes approaches for gathering and combining user stories into a story map. Leverage story maps for planning incremental releases and for breaking down large stories into smaller pieces of work.



For the past twelve years, Jeff Patton has designed and developed software on a wide variety of projects from on-line aircraft parts ordering to electronic medical records. A winner of the Agile Alliance's 2007 Gordon Pask Award for contributions to agile development, Jeff has focused on agile approaches since working on an early Extreme Programming team in 2000. He specializes in the application of user centered design techniques to improve agile requirements, planning, and products. Some of Jeff's recent writing on the subject can be found at [www.agileproductdesign.com](http://www.agileproductdesign.com). Jeff's forthcoming book gives tactical advice to those seeking to deliver useful, usable, and valuable software.

**HALF DAY MJ** **Risk-Based Testing: A Systematic Approach**  
*Julie Gardiner, Grove Consultants*

Risks are endemic in every phase of every project. One key to project success is to identify, understand, and manage these risks effectively. However, risk management is not the sole domain of the project manager, particularly with regard to product quality. It is here that the effective tester can significantly influence the project outcome. Shortened time scales, particularly in the latter stages of projects, are a frustration with which most of us are familiar. Julie Gardiner explains how risk-based testing can shape the quality of the delivered product in spite of such time constraints. Join Julie as she reveals how you can apply product risk management to a variety of organizational, technology, project, and skills challenges. Receive practical advice—gained through interactive exercises—on how to apply risk management techniques throughout the testing lifecycle, from planning through execution and reporting. Take back a practical process and the tools you need to apply risk analysis to testing in your organization.



With more than eighteen years of experience in the IT industry Julie Gardiner has spent time as an analyst programmer, Oracle DBA, and project manager. She has first hand experience as a test analyst, test team leader, test consultant, and test manager. At Grove Consultants Julie provides consultancy and training in all aspects of testing, specializing in risk-based testing, agile testing, test management, and people issues. She is a certified SCRUM master. Julie won best presentation at STAREAST 2007 and 2005; best presentation at BCS SIGIST 2005; and best tutorial at EuroSTAR 2006.

**HALF DAY MK** **One Iteration at a Time: The Life of an Agile Tester**  
*Lisa Crispin, ePlan Services, Inc.*

Has your organization recently implemented agile development practices? Or are you considering doing so? As test manager, tester, or someone involved in testing on a daily basis, you may have questions. What do testers do during the first part of an iteration—before anything's ready to test? Where does user acceptance testing fit into an agile release cycle? How can testing possibly keep up with two-week development cycles? During eight years of working on and with a variety of agile teams, Lisa Crispin has determined which practices and skills help agile testers succeed. Learn what testers do during release or "theme" planning when the team determines the work it will do for several upcoming iterations. Follow a tester's activities through the start, middle, and end of one two-week development iteration. Discover the new roles testers must embrace to help ensure a successful release, including the end-game, user acceptance testing, packaging, documentation, and training. In this interactive session, hands-on exercises, real-life examples, and group discussions give you the practical testing-related skills necessary to succeed with agile development.



A tester on agile teams since 2000, Lisa Crispin currently works as a tester at ePlan Services Inc., developing Web-based financial applications using XP and Scrum. She leads tutorials and workshops on agile testing at conferences in the US and Europe. Lisa regularly contributes articles about agile testing to publications such as *Better Software* magazine, *IEEE Software*, and *Methods and Tools*. Lisa co-authored *Testing Extreme Programming* with Tip House, and is co-writing *Agile Testing: The Tester Role in Agile Development* with Janet Gregory. For more about Lisa's work, visit her Web sites: <http://lisa.crispin.home.att.net> and <http://www.agiletester.ca>.

**LAPTOP REQUIRED** **HALF DAY ML** **Functional Programming Makes a Comeback**  
*Chuck Allison, Utah Valley University*

Functional Programming (FP), which treats computational algorithms as mathematical functions, is arguably the oldest programming paradigm—it was developed well before computers were invented. With the fast pace of our industry today, you'd think FP would be old news. Ironically, popular programming languages are now rediscovering its power and simplicity. C++ has function objects and adapters; C# has delegates and lambda expressions; Java is adding closures; ML and the new D language have all of these. A few newer, dynamically-typed languages including Python and Ruby have always had FP capabilities. What exactly is functional programming? What is its timeless appeal? How can you use FP to improve your designs and code? In this hands-on workshop, Chuck Allison helps you examine functional programming's constructs and idioms, how they work in today's languages, and how they can increase your programming effectiveness while making your code more expressive and easier to read and understand.

To take full advantage of this hands-on session, bring a laptop installed with the Python ([www.python.org](http://www.python.org)) and ML ([www.smlnj.org/](http://www.smlnj.org/)) languages. Visual Studio (C# and C++) and D ([www.digitalmars.com](http://www.digitalmars.com)) are optional.



Before becoming a professor of computer science at Utah Valley University, Chuck Allison developed software for more than twenty years. He is a contributing editor for *Better Software* magazine and editor of *The C++ Source*, an online journal. He spent most of the 1990s as an active member of the C++ Standards Committee and is author of *Thinking In C++*, *Volume 2*, with Bruce Eckel. Chuck offers onsite training in C++, Python, and Design Patterns. Whenever he finds a little down time, Chuck plays classical guitar or bikes the country roads of central Utah. Contact him at [chuck@freshsources.com](mailto:chuck@freshsources.com).

**HALF DAY MM** **Ending Deadly Meetings: The Keys to Success**  
*David Spann, Agile Adaptive Management, Inc.*

Do you hate meetings? Have you attended a release planning meeting when most of the "right" people were not in attendance? Or when the meeting ends, no one really understands what the next steps are and who is responsible for them? Have you ever been in a meeting where everyone is pointing fingers at everyone else so you have to have yet another meeting to sort out who is right and who is wrong? Are some meetings simply a waste of your time—with everyone leaving more confused than when they arrived? If any of these descriptions fit your situation or if you just want your meetings to be more focused and productive, this tutorial is for you. David Spann presents key practices to help groups define and then focus on their purpose for meeting, debate the merits of possible solutions, and leave with specific actions. Make sure that your next meeting is productive—issues are resolved quickly and participants understand what needs to be done once the meeting is over. Because many software people spend 50%-75% of their working lives in business meetings, it's about time that we actually got something accomplished in them.



A senior management consultant in Park City, Utah, David Spann focuses on strategic planning, team building, executive coaching, and training to help organizations become more agile and adaptive. David helped host the first Agile Software Development conference in 2003 and co-hosted the Agile Executive Summit (2003-2005). He teaches the only MBA course on adaptive project management in the US and is a Certified Professional Facilitator (CPF) and an Assessor for the CPF exam. In his spare time David enjoys life—teaching, hiking, singing, and skiing in Park City.

# MONDAY PRE-CONFERENCE TUTORIALS

MONDAY, JUNE 9, 8:30-12:00 (MORNING HALF-DAY)

## HALF DAY MN Artful Making for Agile Teams Stacia Broderick, AgileEvolution, Inc.; Lee Devin, Swarthmore College

The phrase "working together" is based on a team collaboration metaphor. However, Stacia Broderick and Lee Devin found that most teams don't usually collaborate—rather, they consist of modular parts that are steeped in competition and oriented to reward the "stars." Stacia and Lee use a metaphor drawn from theatre art, a form of group work that requires collaboration, encourages interdependency, eschews competition, and emphasizes the project rather than any particular member of the group. Going from simply "working together" to "innovating collaboratively" requires a quantum shift in our thinking about teamwork. Stacia and Lee introduce you to the experience of artful collaboration—an experience that encourages an innovative mindset, which, when practiced in the workplace, results in innovations. This is not a "techniques" workshop—in the kind of work they advocate, there are no quick fixes. However, Stacia and Lee introduce a frame of mind that's necessary if a person or group wants to break out of the box of conventional teamwork.



In 2006 **Stacia Broderick** founded AgileEvolution, Inc., based on the belief that agile practices present a humane, logical way for teams and companies to deliver products. A project manager for fourteen years, the last seven in software development, Stacia was trained and mentored as a ScrumMaster by Ken Schwaber. She is a Certified ScrumMaster Trainer as well as a PMP, a mix that proves invaluable when assisting organizations as they embrace the principles of agile and transition from traditional to modern practices. With Michele Sliger, Stacia is co-authoring *A Software Project Manager's Bridge to Agility*.



**Lee Devin** taught theatre at the University of Virginia (1962-66), Vassar College (1966-70), and Swarthmore College (1970-2002). In 1975 he became a member of the artistic staff of the People's Light and Theatre, acting, teaching acting, and doing dramaturgy, currently Senior Dramaturg. With Rob Austin of the Harvard Business School, Lee wrote *Artful Making: What Managers Need to Know about How Artists Work*, published in 2003. In 2005 it won LMDA's Elliott Hayes Award for dramaturgy. Lee is at work on writing projects that not only interfere with his trout fishing but also cause him to neglect his grandchildren.

## HALF DAY MO Software Inspections in the 21st Century Ed Weller, Integrated Productivity Solutions, LLC

Formally developed at IBM in the 1970s, software inspections are still one of the top three items listed as "good things to do" in software development. In today's distributed, global development environment, inspections remain relevant and, more importantly, both cost-effective and feasible. Ed Weller shares his insights into the economics of inspections and how they can positively affect the bottom line. He explains the roles in an inspection and why they are important to success. Learn the steps in the inspections process and the measurements you need to quantify the value of inspections and find areas for improvement. Ed discusses the impact of the global workforce on inspections, and the tools you need to adapt inspections to multiple locations in different time zones. Take back the six critical factors you must consider when implementing inspections or starting an improvement project.



With more forty years of experience in software systems, test, and software process engineering, **Ed Weller** is internationally recognized as an expert in inspections, having successfully initiated inspection programs that have stood the test of time. His primary interest has been in software process and metrics with a focus on improving quality and productivity. Ed is an SEI-Certified SCAMPI High Maturity Lead Appraiser and instructor for the Introduction to the CMMI®. He has delivered numerous presentations and tutorials at conferences around the world. Ed can be contacted via [ed.weller@integratedproductivitysolutions.com](mailto:ed.weller@integratedproductivitysolutions.com).

## HALF DAY MP Project Risk Management: A Systematic Approach Jeff Payne, Independent Consultant

Successfully delivering software projects continues to be a struggle for many software organizations. Studies continue to show that nearly 25% of large-scale software projects are never delivered and that a majority of the projects that are delivered do not meet time, budget, or quality objectives. Jeff Payne lays out the most common causes of software project failure and explains what you can do to identify and mitigate these risks as early as possible in the software lifecycle. The sometimes fatal risks associated with immature technologies, tool introduction, poor software testing, ambiguous development artifacts, inadequate project staff, and failed project management are discussed and examined. Attendees will leave this tutorial with a structured and proven framework for performing project risk analysis that ties risks to specific business consequences. In a case study of a real-world project, you will practice risk mitigation concepts and reinforce your new skills.



**Jeff Payne** is an independent consultant who helps organizations improve the efficiency and quality of their software development processes. Jeff co-founded Cigital, Inc. and was their CEO between 1992 and 2008 when it became the leader in software security and quality solutions. He is a recognized software expert and speaks to companies nationwide about the business risks of software failure. Jeff is a frequent conference speaker and has testified before Congress on intellectual property rights, cyberterrorism, and software quality.

# MONDAY, JUNE 9, 1:00-4:30 (AFTERNOON HALF-DAY)

## HALF DAY MQ Fundamentals of Writing Secure Code Herbert (Hugh) Thompson, People Security

Warning! This tutorial contains graphic examples of software failure ... not for the faint of heart. This "no holds barred" session arms you with information you need to create secure software applications. Hugh Thompson begins by examining why and how software fails with respect to security. He then describes the economics of security and why new legislation and standards are increasing the pressure on organizations to produce more secure code. Hugh provides an example-rich tour through the most severe classes of software vulnerabilities and presents techniques for you to avoid and fix these vulnerabilities. Through live exploits he illustrates vulnerabilities followed by a look at the offending code and remediation strategies. Learn the latest trends in attacks against standalone applications, server software, and Web applications. Take back new defensive coding techniques to battle the most common and costly vulnerabilities in software including SQL injection, 2nd order vulnerabilities, buffer overflows, XSS and XSRF weaknesses, common AJAX flaws, SOA implementation blunders, and more. Leave with the knowledge and insight to significantly improve the security of your system's code.



An expert on application security and testing, **Herbert (Hugh) Thompson** is Chief Security Strategist at People Security ([www.peoplesecurity.com](http://www.peoplesecurity.com)). He has co-authored several books and more than eighty academic and industrial publications on security. In 2006 he was named one of the "Top 5 Most Influential Thinkers in IT Security" by SC Magazine and was featured (along with Harri Hursti) in "Hacking Democracy," the Emmy-nominated HBO documentary on e-voting vulnerabilities. On AT&T's tech channel ([techchannel.att.com](http://techchannel.att.com)), he currently hosts "The Hugh Thompson Show," which features industry luminaries in IT security. Hugh earned his Ph.D. in Applied Mathematics from Florida Institute of Technology where he remains on the graduate faculty.

## HALF DAY MR Test Estimation for Development and Test Managers Julie Gardiner, Grove Consultants

Test estimation is one of the most difficult software development activities to do well. The primary reason is that testing is not an independent activity and is often plagued by destabilizing dependencies. Julie Gardiner describes common problems in test estimation, how to overcome them, and reveals six powerful ways to estimate test effort. Some estimation techniques are quick but can be challenged easily; others are more detailed and time consuming to use. The estimation methods are FIA (Finger in the Air), Formula or Percentage, Historical, Consensus of Experts, Work Breakdown Structures, and Estimation Models. Julie looks at how we can approach the "set-in-stone deadlines" that are often presented to us and effectively communicate estimates for testing to senior management. Through the use of exercises, gain experience using these techniques. Spreadsheets and utilities will be given out during this session to help testers, test managers, and development manager.



With more than eighteen years of experience in the IT industry **Julie Gardiner** has spent time as an analyst programmer, Oracle DBA, and project manager. She has first hand experience as a test analyst, test team leader, test consultant, and test manager. At Grove Consultants Julie provides consultancy and training in all aspects of testing, specializing in risk-based testing, agile testing, test management, and people issues. She is a certified SCRUM master. Julie won best presentation at STAREAST 2007 and 2005; best presentation at BCS SIGIST 2005; and best tutorial at EuroSTAR 2006.

## HALF DAY MS From User Story to User Interface Jeff Patton, Independent Consultant

You've chosen to take an agile approach to development. You've written down as a set of user stories what users want for their system. Now, the developers have questions regarding the look and feel of the user interface. How can you quickly, predictably, and with confidence move from user stories to a user interface? Jeff Patton introduces a practical approach for translating user goals and tasks into user interface designs that effectively support users' work. Discover how a user-centered design practitioner moves quickly from user tasks to user interface. Practice taking a set of user stories and transforming them into more tangible actions that users might take in the user interface; then, collaboratively build and test paper prototypes of your proposed user interface. In addition to paper prototyping skills and basic usability testing skills, learn the essential visual design skills that can help improve the appeal of your new user interface.



For the past twelve years, **Jeff Patton** has designed and developed software on a wide variety of projects from on-line aircraft parts ordering to electronic medical records. A winner of the Agile Alliance's 2007 Gordon Pask Award for contributions to agile development, Jeff has focused on agile approaches since working on an early Extreme Programming team in 2000. He specializes in the application of user centered design techniques to improve agile requirements, planning, and products. Some of Jeff's recent writing on the subject can be found at [www.agileproductdesign.com](http://www.agileproductdesign.com). Jeff's forthcoming book gives tactical advice to those seeking to deliver useful, usable, and valuable software.

# MONDAY PRE-CONFERENCE TUTORIALS

MONDAY, JUNE 9, 1:00-4:30 (AFTERNOON HALF-DAY)

## HALF DAY MT Value Stream Mapping for Software Development Bob Hartman, Net Objectives

You can measure efficiency of a process by calculating the "value-add" time and dividing it by the total time to come up with a percentage. When software development organizations are measured end-to-end in this way, their overall efficiency is almost always lower than 20%. Value stream mapping is a way to identify the impediments in the end-to-end process and improve overall efficiency. In the software world, it is not sufficient to simply apply a methodology such as SCRUM to teams and assume everything will work more efficiently. To achieve the best results, you need to create, analyze, and improve the value stream maps of each sub-process. Only then can you ensure that the practices your teams use will generate maximum business value in the most efficient way possible. Join Bob Hartman to find out how to employ value stream maps and take away the information you need to rapidly improve the efficiency of your software development process.



**Bob Hartman** is a senior trainer/coach for Net Objectives in the areas of lean-agile processes and testing. He has more than thirty years of experience developing software and is frequently invited to speak about project management practices and agile development. Since starting with agile processes in 2000, Bob's passion has been to help software development companies change in ways that allow them to quickly deliver products that have extremely high quality and exceed customer expectations.

## HALF DAY MU Design Principles Behind Design Patterns Chuck Allison, Utah Valley University

The introduction of Design Patterns has revolutionized software development. Sadly, most developers are only familiar with a selection of the twenty-three patterns found in the groundbreaking book, *Design Patterns: Elements of Reusable Object-Oriented Software*. These particular patterns are not sacrosanct—many patterns are used in software development, and new patterns are continually identified. While some developers may seek to employ patterns "just because," whether they need them or not, what really matters is mastering the principles behind the patterns. For decades, industry and academia alike have sought an effective vehicle for teaching sound software design principles, and nothing has rivaled design patterns in getting the job done. Join Chuck Allison as he examines important design patterns and shows how they resolve design problems by appealing to enduring principles. Chuck also examines patterns other than design patterns to better understand the pattern concept in general.



Before becoming a professor of computer science at Utah Valley University, **Chuck Allison** developed software for more than twenty years. He is a contributing editor for *Better Software* magazine and editor of *The C++ Source*, an online journal. He spent most of the 1990s as an active member of the C++ Standards Committee and is author of *Thinking In C++, Volume 2*, with Bruce Eckel. Chuck offers onsite training in C++, Python, and Design Patterns. Whenever he finds a little down time, Chuck plays classical guitar or bikes the country roads of central Utah. Contact him at [chuck@freshsources.com](mailto:chuck@freshsources.com).

## HALF DAY MV Measuring and Monitoring Process Improvement David Herron and David Garmus, The David Consulting Group

Software organizations know that it can take months or even years of investment to achieve significant process improvement results. The goal, of course, is to realize a positive return on that investment and attain a development organization that is more productive and delivers higher quality software. How can the organizational leadership be sure that process improvement is paying off? David Herron and David Garmus outline the quantitative and qualitative measures necessary for an organization to determine its improvement progress. They describe a practical and effective measurement process that permits an organization to protect its investment and ensure that it is on the path to improved productivity and quality. Learn valuable performance modeling techniques that you can use to forecast performance improvement and ways to dynamically monitor progress against your goals for improvement.



**David Garmus** is a founder of The David Consulting Group (an SEI CMMI<sup>®</sup> Approved Transition Partner), and supports software development organizations in achieving software excellence with a metric-centered approach. David is an acknowledged authority in the sizing, measurement, and estimation of software application development. He is a past president of the International Function Point Users Group (IFPUG) and a member of their Counting Practices Committee. David has spoken at numerous conferences and written many articles and several books.



**David Herron** is an acknowledged authority in the use of metrics to monitor the impact of Information Technology (IT) on the business and on the advancement of IT organizations to higher levels of software process maturity. He is a noted author and lecturer and has addressed audiences throughout the US and Europe on performance measurement, software process improvement, and outsourcing governance. With David Garmus, David Herron has co-authored two books on functional measurement. David Herron's current engagements include senior level consulting and coaching on matters relating to organizational change management, team and individual mentoring.

LAPTOP REQUIRED

## HALF DAY MW Metrics in Agile Development Michael Mah, QSM Associates, Inc.

When implementing agile methods in your organization, how do you compare the productivity and quality you achieve versus traditional waterfall projects? Join Michael Mah to learn about both agile and waterfall metrics and how the metrics behave. Use your own data to move from guesses on a project whiteboard to realistic agile project trends on productivity, time-to-market, and defects. With real-world case studies, you will get an inside look at agile measurement by seeing metrics in action. In hands-on exercises, learn how to replicate these techniques to make your own comparisons on time, cost, and quality. Working in pairs, you will use templates to calculate productivity metrics. Leverage these new methods to make the case for changing to more agile practices at your company. Take back new ways for communicating to key decision makers the value of implementing agile development practices.

To take full advantage of this session, each participant should bring a laptop computer for metrics capture and productivity calculations.



**Michael Mah** is director of the Benchmarking Practice, an author with the Cutter Consortium, and managing partner of QSM Associates Inc., specializing in software measurement and project estimation. Michael has written extensively and consulted with the world's leading software organizations while collecting data on thousands of projects worldwide. Michael's book-in-progress, *Optimal Friction*, examines the dynamics of teams under time pressure and its role in contributing to success and failure. He lives in the mountains of western Massachusetts with his two young children. Michael can be reached at [www.qsma.com](http://www.qsma.com).

## HALF DAY MX Understanding the CMMI<sup>®</sup> Will McKnight, Next Level Consultants

A common misconception is that if you have run a development project, then you can run a process improvement project—not true. Understanding the requirements of the CMMI<sup>®</sup> model is critical, and there is more to understanding CMMI<sup>®</sup> than simply reading a book. You must be able to interpret what the model identifies as "required" and translate that into how your organization will define a process that makes sense for the way you develop your products. Will McKnight introduces the Capability Maturity Model Integration (CMMI<sup>®</sup>) for Development (version 1.2) fundamental concepts. He discusses not only the Process Areas defined in CMMI but also the Standard CMMI<sup>®</sup> Appraisal Method for Process Improvement (SCAMPI) to help you be prepared when your organization is ready to obtain that coveted maturity or capability level designation. Although CMMI<sup>®</sup> does not directly cover the important process of organizational change management, Will describes how you can leverage practices defined in the model to foster positive organizational change.

CMMI<sup>®</sup> is registered in the U.S. Patent and Trademark Office by Carnegie Mellon University.



**Will McKnight** is an experienced process improvement specialist, who has worked on CMMI<sup>®</sup>/CMMI<sup>®</sup>-based improvement programs in multinational settings with a wide range of organization sizes, styles, and types of software. He has more than twenty years of experience in all phases of the software development life cycle. Will's specialization in product development and management provides him with a deep, "hands-on" understanding of what it takes to provide practical guidance to organizations working to improve their processes. As an SEI-authorized Lead Assessor for CMMI he has performed numerous appraisals.

LAPTOP REQUIRED

## HALF DAY MY Groovy Agile Development—With Groovy Andy Glover, Stelligent, Inc.

Groovy is a dynamic language that builds upon the strengths of Java and includes additional features inspired by languages such as Python, Ruby, and Smalltalk. With an extremely fast learning curve, Groovy makes available to Java developers the most modern programming features including closures and meta-programming. Andy Glover presents the basics of the Groovy language—how to define objects, use Groovy's native constructs, interface with normal Java objects, and how Groovy adds functionality to normal Java objects through the GDK. Then, he describes Groovy Builders to help you rapidly create XML documents and GUIs. Andy explains GroovySQL to permit easy database access and Groovlets, slick servlets for quickly building Web applications. Learn the unit testing techniques that will facilitate incorporating Groovy into your daily regimen and get you on your way to groovy agile development.

To take full advantage of this hands-on session, each delegate should bring a laptop with the Java 1.5/IDE installed.



An established expert in automated testing frameworks and tools, **Andy Glover** is a published author for multiple online publications including IBM's DeveloperWorks, InfoQ, and O'Reilly's ONJava, Dev2Dev, and ONLamp portals. A frequent speaker at conferences around the country, Andy is the co-author of *Java Testing Patterns*, *Groovy in Action*, and *Continuous Integration: Improving Software Quality and Reducing Risk*. Andy is passionate about accelerating software development and blogs frequently about agile practices and techniques at [thediscoblog.com](http://thediscoblog.com), [testearly.com](http://testearly.com), and [integratebutton.com](http://integratebutton.com).

# TUESDAY PRE-CONFERENCE TUTORIALS

TUESDAY, JUNE 10, 8:30-4:30 (FULL DAY)

**FULL DAY TA** **Fearless Change: Introducing New Ideas**  
*Linda Rising, Independent Consultant*

Those who attend conferences or read books and articles discover new ideas they want to bring into their organizations—but they often struggle when trying to implement those changes. Unfortunately, those introducing change are not always welcomed with open arms. Linda Rising offers proven change management strategies to help you become a more successful agent of change in your organization. Learn how to plant effective seeds of change, and what forces in your organization drive or block change. In addition to using these approaches to change your organization, you can use them to become a more effective person. Come and discuss your organizational and personal change challenges. Linda shows how the lessons from her book, *Fearless Change: Patterns for Introducing New Ideas*, can help you succeed. Learn how to overcome adversity to change and to celebrate your improvement successes along with your organization's new found practices.



**Linda Rising** has a Ph.D. from Arizona State University in the field of object-based design metrics and a background that includes university teaching and industry work in telecommunications, avionics, and strategic weapons systems. An internationally known presenter on topics related to patterns, retrospectives, and the change process, Linda is the author of *Design Patterns in Communications*, *The Pattern Almanac 2000*, *A Patterns Handbook*, and co-author with Mary Lynn Manns of *Fearless Change: Patterns for Introducing New Ideas*. Find more information about Linda at [www.lindarising.org](http://www.lindarising.org).

**FULL DAY TB** **Facilitation Skills for Project Leaders**  
*Jean Tabaka, Rally Software Development*

This "on-your-feet" tutorial guides project managers, agile coaches, and Scrum Masters in how to apply facilitation techniques and tools to support collaborative decision making. These practices are critical for agile planning, daily interaction, and reviews of agile software development projects and teams. Jean Tabaka shows why agile teams require a collaborative style of decision making rather than classic command-and-control approaches. Practice planning for agile meetings and kicking off those meetings to ensure that the attendees are truly engaged and results-oriented. Find out about tools to help teams gather the important insights and wisdom necessary to attain the sustainable agreements in their agile projects. Learn ways to deal with conflict that occurs when many opinions and recommendations arise and help teams inspect and adapt their agile processes collaboratively. Along the way, you will discover what must change within your organization to successfully apply collaboration, especially with large and distributed agile teams.



**Jean Tabaka** is an agile mentor and coach with Rally Software Development. In addition to being a Certified Scrum Trainer and Practitioner, she is also a Certified Professional Facilitator. Her unique blend of passions and skills has been applied in a variety of organizations—large and small, co-located and distributed—eager to adopt the best of agile and bring out the best in their teams. Author of the Agile Software Development Series book *Collaboration Explained*, Jean holds a Masters in Computer Science from Johns Hopkins University. When not sharing her agile passion with clients, she resides in beautiful Boulder, Colorado.

**FULL DAY TC** **Managing Imposed Deadlines: Risk Management in the Real World**  
*Michael Mah, QSM Associates, Inc.*

Frequently, schedules and deadlines all too often are dictated to software development teams. When this happens, what is a manager to do? Michael Mah addresses the key issues in deadline-driven projects—estimation and risk management. Employing industry data from more than 7,000 completed projects worldwide, Michael describes how different software projects—agile development, waterfall development, and package implementations—behave in unique and interesting ways when a deadline is imposed. Using case studies from leading companies, Michael illustrates how to estimate and commit to a reasonable project scope in the face of aggressive deadlines. Find out how to "triage" the amount of functionality you can deliver within an imposed deadline and deal methodically with the inevitable project trade-offs. Develop a core set of estimation metrics that will help you avoid common scheduling traps.

To take full advantage of this tutorial, each participant should bring a laptop computer for data capture and estimation calculations.



**Michael Mah** is director of the Benchmarking Practice, an author with the Cutter Consortium, and managing partner of QSM Associates Inc., specializing in software measurement and project estimation. Michael has written extensively and consulted with the world's leading software organizations while collecting data on thousands of projects worldwide. Michael's book-in-progress, *Optimal Friction*, examines the dynamics of teams under time pressure and its role in contributing to success and failure. He lives in the mountains of western Massachusetts with his two young children. Michael can be reached at [www.qsma.com](http://www.qsma.com).

**FULL DAY TD** **Test Case Development in Agile Development**  
*Timothy Korson, Korson Consulting*

"Pure" agile development uses story cards to scope and organize customer needs. Each story is described in a sentence or two with details filled in through conversations. Because there are no written requirements that contain enough information for independent test teams to create comprehensive test suites, testers find themselves in a difficult position. In some agile philosophies, testers must create test cases directly from discussions with clients. In effect, the test cases become the only detailed requirements. Eliciting test requirements directly from stakeholders requires that testers learn a new set of skills and practices. In addition to explaining how to effectively create system test cases from stories and stakeholders, Tim Korson examines unit, component, increment, and regression test development as parts of a comprehensive testing process within an agile development environment. Tim presents test automation strategies and tools that agile testers are successfully using today.



**Tim Korson** has a decade of experience working on a large variety of systems developed using modern software engineering techniques. This experience includes distributed, real time, and embedded systems as well as business information systems in an n-tier, client-server environment. Tim's typical involvement on a project is as a senior management consultant with additional technical responsibilities to ensure high quality, robust test and quality assurance processes and practices. He has authored numerous articles and co-authored the book *Object Technology Centers of Excellence*.

**FULL DAY TE** **Hands-On Responsibility-Driven Design**  
*Rebecca Wirfs-Brock, Wirfs-Brock Associates*

Objects are more than simple bundles of logic and data—they are service-providers, information-holders, coordinators, controllers, and interfaces to other systems. Rebecca Wirfs-Brock discusses how objects play specific roles and occupy well-known positions in an application's architecture. Each object must know and do its part! Role stereotypes—think of them as purposeful oversimplifications—are a fundamental way of seeing objects' responsibilities. Learn and practice practical responsibility-driven design techniques to enhance your design process and design thinking. Experience the latest in Class Responsibility Collaborator (CRC) modeling, object identification and naming, object role stereotypes, control style design, collaboration trust regions, and contracts. Find out how responsibility-driven design thinking can enhance your design and development practices.

Delegates should be familiar with object-oriented technology and object concepts. Some experience with object design and programming languages is a plus.



**Rebecca Wirfs-Brock**, design columnist for *IEEE Software*, is a well-known object practitioner who invented the way of thinking about objects known as responsibility-driven design. Through her writing, teaching, consulting, and speaking, Rebecca popularizes the use of informal techniques and practical thinking tools for designers, architects, and analysts. She teaches courses on responsibility-driven design, practical UML, developing and communicating software architecture, and agile design skills. Rebecca regularly mentors teams on use case writing, design, architecture, and managing incremental, iterative object-technology projects. Rebecca is the author of *Object Design: Roles, Responsibilities, and Collaboration*.

**FULL DAY TF** **Finding Ambiguities in Requirements**  
*Richard Bender, Bender RBT*

In this process-oriented class—geared to business analysts, designers, programmers, testers, technical writers, and users—Richard Bender teaches a powerful and practical method for ensuring that requirements specifications are clear, concise, and unambiguous. Learn how to verify that requirements are written at the correct level of detail needed by designers, developers, and testers. Because this level of detail must be discovered one way or another, this process does not add any additional overhead to the effort and costs of developing requirements specifications. In fact, by eliminating ambiguous requirements early in development, you can save time, reduce confusion, and avoid unnecessary re-work. In this hands-on workshop, learn the ambiguity review process and how to quickly identify ambiguities in specifications in any format. Eliminate unnecessary complexity from your requirements documents and help your team develop and test applications more quickly and more effectively.



**Richard Bender** has more than thirty-five years of experience in software with a primary focus on quality assurance and testing. He has consulted internationally for large and small corporations, government agencies, and the military on applications that run the gamut from finance, billing, and manufacturing to medical, transportation, and communications—to prison management and weather forecasting. Richard teaches a series of courses on the techniques for practical, rigorous requirements-based testing, code-based testing, and writing testable requirements.

# TUESDAY PRE-CONFERENCE TUTORIALS

TUESDAY, JUNE 10, 8:30–4:30 (FULL DAY)

**FULL DAY TG** **Twelve Steps to a Successful Metrics Program**  
*Linda Westfall, The Westfall Team*

Linda Westfall offers a practical process for establishing and tailoring a software metrics program that focuses on business goals and information needs. Learn a practical, start-to-finish method of selecting, designing, and implementing software metrics. Linda outlines a “cookbook method” you can use to simplify the journey from conceptual software measurement and metrics to valuable information summarized and delivered to management. Utilize the Goal/Question/Metric paradigm to select metrics that align with the organizational, project, and process goals. Walk through the steps for designing important metrics—standardizing entity and attribute definitions, choosing measurement functions, establishing measurement methods, defining decision criteria, designing reporting mechanisms, and determining additional qualifiers. Find out who should collect the data, what data to collect, and how to collect it. Learn to consider the human issues of implementing a measurement system and the metric do’s and don’ts that Linda has discovered over many years of helping people with their metrics programs.



Linda Westfall is the president of The Westfall Team, which provides software engineering, quality and project management consulting, and training services. Prior to starting her own company, Linda was senior manager of quality metrics and analysis at DSC Communications, where her team designed and implemented a corporate-wide metrics program. An ASQ Certified Software Quality Engineer, Linda has more than thirty years of experience in real-time software engineering, quality, and metrics. A past chair of the ASQ Software Division, Linda Westfall has served as the Software Division’s Program Chair and Certification Chair and on the ASQ National Certification Board.

**FULL DAY TH** **Agile Requirements Interactive**  
*Ken Pugh, Net Objectives*

All projects, whether agile or traditional, need requirements. Ken Pugh explores the differences between agile and traditional requirements by interactively creating a set of agile-style requirements. These requirements are developed through progressive elaboration—rather than the big-bang, big-document approach. Ken first examines how stakeholders and requirements gatherers interact and communicate in an agile environment. Students will create a charter for a project that defines the overall scope and participate in a story-gathering workshop to create an initial set of stories. Learn when and how to revise stories by chunking and de-chunking to ensure that the requirements fulfill the characteristics of good stories. Explore user roles, personas, and narratives to determine additional stories. Practice prioritizing the requirements and estimating their business value to help in that prioritization. At the end of the session students will begin constructing use cases and acceptance tests to add details to the requirements.



A fellow consultant with Net Objectives, Ken Pugh has more than one-third of a century of experience in software development—from gathering requirements for stock market analysis to testing real-time radar systems. Ken consults, trains, mentors, and testifies on agile processes and technology topics ranging from object-oriented design and test-driven development to Linux/Unix and the system development process. He has written several programming books, including the Jolt Award winner, *Prefactoring*, and has served clients from London to Sydney. When not computing, Ken enjoys snowboarding, windsurfing, biking, and hiking the Appalachian Trail. Ken can be reached at ken.pugh@netobjectives.com.

## TUESDAY, JUNE 10, 8:30–12:00 (MORNING HALF-DAY)

**HALF DAY TI** **Scrum Basics from the Master**  
*Ken Schwaber, Advanced Development Methods, Inc.*

Scrum is a project and product management process targeted at complex software product development. Scrum is characterized by a product backlog of prioritized work that is completed in a series of short iterations or “sprints.” It includes a brief, daily meeting or “scrum,” at which the team discusses progress, upcoming work, and any impediments. Before an iteration, Scrum teams have a sprint planning session to discuss the backlog items for the sprint, and after the iteration Scrum teams have a sprint retrospective to reflect about the past sprint. Using Scrum, many organizations and programs have gained significantly higher development productivity, higher product return on investment, and increased product quality. Ken Schwaber discusses the underlying concepts on which Scrum is built and why these concepts facilitate productivity and quality improvements. Ken describes how to use “time boxes” for delivering working software and explains the roles and rules of Scrum that instantiate the theory. Join Ken to look at what your project and organization must do to take advantage of the capabilities Scrum offers.



The co-developer of the Scrum process (with Jeff Sutherland), Ken Schwaber is a signatory of the Agile Manifesto and founder of the Agile Alliance and Scrum Alliance. He spends his time helping others figure out how to get the benefits of agile development and determine if agile practices are appropriate for them. Ken has been in software and product development for more than thirty years—in positions ranging from bottle-washer to boss. He lives in Lexington, Massachusetts.

**HALF DAY TJ** **Finding and Developing Agile Leaders**  
*David Spann, Agile Adaptive Management, Inc.*

You’ve been asked to write a job description and announcement for a lead position on your agile team. Although you know that the person must be familiar with the technology and agile methodologies, you are struggling to define the behavioral characteristics of the “right” person for the job. How do you find and develop leaders for your agile development team? What behaviors make one person a success and another an out-and-out failure? David Spann presents the eight key attributes—the top three: strategic, consensual, and empathetic—he discovered in a role expectations survey of agile practitioners and consultants. Help yourself, your team, and your organization understand these behaviors and enhance the search for people to fill agile leader roles. Use these same behavioral traits and proven staff development techniques to help grow your existing team.



A senior management consultant in Park City, Utah, David Spann focuses on strategic planning, team building, executive coaching, and training to help organizations become more agile and adaptive. David helped host the first Agile Software Development conference in 2002 and co-hosted the Agile Executive Summit (2003-2005). He teaches the only MBA course on adaptive project management in the US and is a Certified Professional Facilitator (CPF) and an Assessor for the CPF exam. In his spare time David enjoys life—teaching, hiking, singing, and skiing in Park City.

**HALF DAY TK** **Behavior-Driven Development: A Tester’s Dream**  
*Dan North, ThoughtWorks*

Behavior-driven development (BDD) is a new evolution in agile software delivery. With its roots in test-driven development, domain-driven design, and automated acceptance testing, BDD enables teams to deliver valuable software more quickly. It puts the tester at the heart of the delivery process rather than in the usual position at the end, squashed against the deadline. Dan North introduces the principles behind BDD and demonstrates how it works in practice by looking at the roles and interactions within a development team. Learn to capture requirements and deliver working, tested software that will wow the customer. See a live demonstration of BDD showing how the various roles in a BDD team work together to deliver the right software. Anyone involved in getting software delivered—analysts, developers, and testers—will benefit from this session.



Dan North has been writing software for more than fifteen years and is a principal consultant with ThoughtWorks. He spends his time helping teams become more effective at delivering software and presents at conferences such as JAQQ, Agile, and OOPSLA on topics ranging from learning theory to development methodologies. He has published articles in the *Java Developers’ Journal*, *Better Software* magazine, *CIO* newsletters, and the *DSDM* consortium.

**HALF DAY TL** **Fitness: Executable Documentation for Agile Testing**  
*Andy Glover, Stelligent, Inc.*

Although agile development practices push for reducing repetitive documentation and embracing change, achieving these goals is by no means easy. Fitness is an open source tool that facilitates collaboration by bridging the gap between those who define requirements—customers—and those who turn requirements into code—developers. With Fitness, collaborative teams develop stories in a specific format that is then implemented as tests through a framework that marries with the underlying application. A Fitness test suite enables rapid change and helps produce agreement among agile team members in short order. Join Andy Glover to learn how to embrace collaboration and change by defining Fitness tests that exercise an application end-to-end. Practice defining specific Fitness structures, plugging them into real code, and running them in an automated fashion. Experience first-hand how non-coders can define tests easily and how this collaboration yields working software faster.



An established expert in automated testing frameworks and tools, Andy Glover is a published author for multiple online publications including IBM’s DeveloperWorks, InfoQ, and O’Reilly’s ONJava, Dev2Dev, and ONLamp portals. A frequent speaker at conferences around the country, Andy is the co-author of *Java Testing Patterns*, *Groovy in Action*, and *Continuous Integration: Improving Software Quality and Reducing Risk*. Andy is passionate about accelerating software development and blogs frequently about agile practices and techniques at thedisco blog.com, testearly.com, and integratebutton.com.

To take full advantage of this hands-on session, each delegate should bring a laptop with the Java 1.5/IDE installed.

# TUESDAY PRE-CONFERENCE TUTORIALS

TUESDAY, JUNE 10, 8:30-12:00 (MORNING HALF-DAY)

## HALF DAY TM Refactoring Your Wetware: Thinking About Thinking Andy Hunt, *The Pragmatic Programmers*

Software development happens in your head—not in an editor, IDE, or design tool. We're well educated on how to work with software and hardware, but what about wetware—our brains? Join Andy Hunt for a look at how the brain really works (hint: it's a dual processor, shared bus design) and how to use the best tool for the job by learning to think differently about thinking. Andy looks at the importance of context and the role of expert intuition in software development. Learn to take advantage of pole-bridging and integration thinking. Compare different laterally-specialized functions, including synthesis vs. analysis and sequential processing vs. pattern-matching. Discover the one simple habit that separates the geniuses from the "wannabes." Andy helps you discover how to learn more deliberately by managing your knowledge portfolio. Explore practical learning techniques including mind maps, reading techniques, situational feedback, and how best to cope with the torrent of new information that assaults each of us.



In the industry since the early 1980s, **Andy Hunt** is one of the seventeen founders of the Agile Alliance, which launched the Agile Manifesto and the agile movement. Andy is a programmer, consultant, author, publisher, and co-founder of the Pragmatic Bookshelf. He co-authored the best-selling book *The Pragmatic Programmer* and five others, including the recent award-winning *Practices of an Agile Developer*. At conferences and private corporations throughout the US and Europe, Andy is a frequent speaker on topics ranging from software development to management and cognition. When not working, Andy is an active musician composing, recording, and playing trumpet, flugelhorn, and piano.

## HALF DAY TN Gambling Your Future: Effective Portfolio Management Todd Little, *Landmark Graphics Corporation*; *Kent McDonald, Knowledge Bridge Partners*

Yogi Berra is quoted as saying, "It is difficult to make predictions, especially about the future." Effective management of a software portfolio is a challenge that many companies ignore, avoid, or fail to follow through with because it is too difficult. In this hands-on session, Todd Little and Kent McDonald run a simulation of an online gambling company's software portfolio. Todd and Kent provide an overview of some basic product and portfolio management guidelines and then introduce the simulation game in which participants make decisions about what investments the company should make in its software. Through the instruction and the simulation, learn about product, project, and portfolio management issues including business strategy, investment return, constraint management, technical and market uncertainty, and project complexity. Find out what it takes to optimize overall return on your software investments.



**Todd Little** is a senior development manager for Landmark Graphics Corporation. For more than twenty-five years he has been involved in almost all aspects of software development with a focus on commercial software applications. Todd is on the Board of Directors for the Agile Alliance, a co-author of the *Declaration of Interdependence for Agile Project Leadership*, and a founding member and past president of the Agile Project Leadership Network (APLN). Todd is a well-known speaker and writer on software engineering topics including business value, uncertainty, complexity, and leadership.



A business systems coach with more than a decade of experience, **Kent McDonald** has successfully guided projects and designed business solutions in the financial services, health insurance, performance marketing, human services, non-profit, and automotive industries. His background includes delivering data-intensive and Web-enabled application development projects that provide outstanding business value. He has coached client staff to help teams reach project goals more productively and effectively. Kent is a sought after speaker, writer, and coach on project leadership, business analysis, and delivering business value through projects. He is the current president of the APLN.

## HALF DAY TO Leading Successful Projects in Changing Environments Pollyanna Pixton, *Accelinnova*

There's no doubt about it—agile has gone mainstream. Short delivery iterations give organizations the means to incorporate change safely, reach go/no-go decisions early, and discover realistic team velocities. Managers can better determine if market windows can be reached—thus placing successful products in customers' hands. What if the ground beneath the project team is changing rapidly even as it is trying to make progress? Pollyanna Pixton shares a collaboration model and iterative delivery process that will help you succeed, even in unstable conditions. She shares her ideas on creating an open environment, identifying the talent the team needs, managing risks, and creating team ownership to ensure great results. Among the skills you need are a collaborative, transparent leadership style; an approach to positively influence outcomes; collaborative communication—and then the knowledge of when to stand back and let things happen. Leave this session with some keys to successfully lead agile project teams—even in the midst of chaos.



An international collaborative leadership expert, **Pollyanna Pixton** developed the models for collaboration and collaborative leadership through her thirty-five years of working inside and consulting with corporations and organizations. She helps companies create workplaces where talent and innovation are unleashed—making them more productive, efficient, and profitable. Pollyanna is a founding partner of Accelinnova, president of Evolutionary Systems, director of the Institute for Collaborative Leadership, and co-author of forthcoming book, *Stand Back and Deliver, A Leader's Guide to the Agile Enterprise* due out in November 2008. She co-founded the Agile Project Leadership Network (APLN) and chaired the Agile 2006 Leadership Summits in London and Minneapolis. Contact her at [ppixton@accelinnova.com](mailto:ppixton@accelinnova.com).

## HALF DAY TP Software Endgames: Learning to Finish What You've Started Robert Galen, *Robert Galen Consulting Group*

Nothing feels worse than when your team works their hearts out on a project only to have it fail to meet the customer's needs and quality targets at the end of the project. So much focus is typically put on the beginning of a project that we fail to realize how important ending well can be. Bob Galen shares tools and techniques he's used to successfully deliver on the promises of his projects. There's no magic involved. Instead, Bob explores how to plan an iterative model for testing in your endgame; create dynamic release criteria and connect them to your requirements and to the reality of the project; manage change control in agile and non-agile environments; handle defects; and down change via several code freeze models; and finally, define core metrics for guiding your project towards release. Software endgames are also focused toward your team. Bob wraps-up the session with a set of powerful patterns that help you engage your teams within the endgame scenario.



The director of Product Development and Agile Architect for ChannelAdvisor, **Bob Galen** has held director, manager, and contributor level positions in both software development and quality assurance organizations. He is a Certified Scrum Master Practicing (CSP), Certified Scrum Product Owner (CSPO), and an active member of the Agile Alliance and Scrum Alliance. Bob authored *Software Endgames—Eliminating Defects, Controlling Change, and the Countdown to On-Time Delivery*. Bob may be reached at [bob@rgalen.com](mailto:bob@rgalen.com) or at [www.rgalen.com](http://www.rgalen.com).

TUESDAY, JUNE 10, 1:00-4:30 (AFTERNOON HALF-DAY)

## HALF DAY TQ All Out Scrum: Experiencing a Product Release Hubert Smits, *Rally Software Development*

Hubert Smits has created a large-scale project for this session in which students will use agile methods to create a plan. By working together in small teams, you learn the planning process for large agile projects, experience real-life examples, and apply your new knowledge immediately. As a starting point for the exercise, Hubert provides a description of a product that you are to develop. Work in your group to develop a program strategy for the new product. Create the product vision, the product roadmap, the backlog of product features, and the release plan. This exercise simulates the experience of working in a low-tech, high-collaboration style and allows you to experience the impact of agile practices on you and your team.



**Hubert Smits** is an agile coach, working for Rally Software Development in Boulder, Colorado. In this role he travels the world to support organizations in the implementation of agile methods. He works with teams to train them during the implementation cycle, facilitates planning meetings, and coaches executive teams in the management of the new approach to software development. A Certified ScrumMaster and Scrum Trainer, Hubert has authored papers on Scrum implementations ("The CIO Playbook of Implementing Scrum" with Ken Schwaber) and planning in agile projects ("Five Levels of Agile Planning").

## HALF DAY TR Measuring and Using Your Team's Velocity Rob Myers, *Net Objectives*

"Velocity" is an oft-misunderstood agile term. Developers worry they're being evaluated based on this number. Managers want to know how it can be increased. The team's definition of velocity—explicit or implicit—affects the way the team estimates stories, plans iterations, and tracks progress. The definition of velocity must be consistent and agreed upon; otherwise, planning efforts quickly unravel. Using a monetary metaphor, Rob Myers illustrates how to use velocity in iteration planning. In this simulation you'll experience a non-technical agile iteration planning session that concretely demonstrates how velocity works. Learn about estimation techniques such as "planning poker" and try out this valuable, rapid-estimation technique based on story-complexity. See how Big Visible Charts reveal the team's progress through an iteration or release and discuss what to do about vacations, meetings, sick days, and surprises. Rob discusses the "Four Variables" of software development, and what to do when the answer to "Are we on schedule?" is "No."



**Rob Myers** has more than twenty years of professional experience in software development, including projects for industry leaders in medical, aerospace, and financial services. In the late 1990s, Rob became an eXtreme Programming coach and traveled throughout the country assisting teams with agile software development practices and object-oriented design techniques. Rob brings to the classroom his passion for Lean software development, team development, and sane work environments. He currently teaches Test-Driven Development and Refactoring, Effective .NET, and a new Test-Driven ASP.NET course.

# TUESDAY PRE-CONFERENCE TUTORIALS

TUESDAY, JUNE 10, 1:00-4:30 (AFTERNOON HALF-DAY)

## HALF DAY TS Releasing Agile Products in the Enterprise *Robert Galen, Robert Galen Consulting Group*

Agile methods bring wonderful dynamics to software projects—focus on the team, quality-driven development, business value connected by customer engagement, and embracing change—leading toward vastly improved project performance. However, most agile projects are developed within a wider enterprise context that is still waterfall-bound. For the product to be released successfully, you must deal with many other factors. Bob Galen shares his “enterprise extensions” for agile releases including methods for integrating agile teams within a more traditional PMO structure. He discusses iteration models for extending agile testing across the enterprise in regulated and other heavyweight testing environments. See examples of “agile release train” planning dynamics when integrating releases across multiple agile teams. Learn how to develop iteration release criteria and metrics that drive improved quality and visibility throughout your enterprise. Take away new tools and techniques for making agility work within your enterprise and ensuring that your agile products’ successful release.



The director of Product Development and Agile Architect for ChannelAdvisor, **Bob Galen** has held director, manager, and contributor level positions in both software development and quality assurance organizations. He is a Certified Scrum Master Practicing (CSP), Certified Scrum Product Owner (CSPO), and an active member of the Agile Alliance and Scrum Alliance. Bob authored *Software Endgames—Eliminating Defects, Controlling Change, and the Countdown to On-Time Delivery*. Bob may be reached at bob@rgalen.com or at www.rgalen.com.

## HALF DAY TT Writing Good Software Security Requirements *Paco Hope, Cigital*

Unfortunately, security is an afterthought for most software development projects. As with any aspect of high quality software, you achieve the best results in security when you consider it early in the lifecycle—when you establish the customer and business requirements. What are good security requirements and how do you write them clearly and in a way that is testable? Paco Hope explains the differences between standard functional requirements and security requirements and describes what to look for when developing security requirements for your application systems. Find out the different techniques you can use to generate and capture robust security requirements in mission-critical applications—abuse cases, misuse cases, and anti-requirements. See examples of written security requirements to learn the characteristics that make them good—or bad. In a mocked-up system you will practice writing security requirements to augment existing functional requirements.



A managing consultant at Cigital, **Paco Hope** has more than twelve years of experience in software and operating system security with areas of expertise in software security policy, code analysis, host security, and PKI. Paco has worked significantly with embedded systems in the gaming and mobile communications industries, and has also served as a subject matter expert on issues of network security standards in the financial industry. Prior to joining Cigital, he served as director of product development for Tovaris, Inc. and head systems administrator in the Department of Computer Science at the University of Virginia. Paco is co-author of *Mastering FreeBSD and OpenBSD Security*.

## HALF DAY TU Quantitative Techniques for Software Management *James McCaffrey, Volt Information Sciences, Inc.*

A growing trend in managing software development projects is the use of lightweight metric-based techniques. These techniques are easy to compute (using only a calculator), easy to understand, and often associated with agile software development. In this hands-on session, James McCaffrey describes how and when to use these simple but powerful quantitative methods to improve software projects of any type, size, or complexity. James discusses the Minimax Regret and Expected Value criteria for decision making in the face of uncertainty. He helps you understand and interpret critical path metrics and related concepts including Early Start, Fast Tracking, Crashing, and Float Time. Learn to use a Risk Analysis Matrix to prioritize software quality assurance activities and improve your estimating using the Beta distribution statistic. Practice calculating and interpreting some basic financial and scheduling metrics you can put to use immediately.



**James McCaffrey** manages technical training for software engineers working at Microsoft’s campus in Redmond, Washington. He has worked on several Microsoft products including Internet Explorer and MSN Search. James is the author of *.NET Test Automation Recipes* and is a contributing editor of Microsoft’s MSDN Magazine. He holds a doctorate in Research Methodology from the University of Southern California and an MS in Information Systems from Hawaii Pacific University. James can be reached at jmccaffrey@volt.com.

## HALF DAY TV Agile Leadership: Inside the Project and From Above *Pollyanna Pixton, Accelinnova*

Tired of your senior leaders not “getting” what you, as the project manager, are doing on your agile projects? As a PM, how can you convince your organization’s senior leaders that you need help or more resources? As a senior leader, do you sometimes wonder what your PMs are really doing on their projects? And, if they need your help, how would you know? Pollyanna Pixton offers practical techniques that PM and senior leaders can use to eliminate these disconnects. Take away new strategies that leaders and PMs can employ to support and help one another successfully—without rescuing each other. Among other vexing issues, Pollyanna addresses what to communicate, what to expect from each other, how to read progress, and how to get stalled projects moving. Put your new skills to work immediately when you get back to the office.



An international collaborative leadership expert, **Pollyanna Pixton** developed the models for collaboration and collaborative leadership through her thirty-five years of working inside and consulting with corporations and organizations. She helps companies create workplaces where talent and innovation are unleashed—making them more productive, efficient, and profitable. Pollyanna is a founding partner of Accelinnova, president of Evolutionary Systems, director of the Institute for Collaborative Leadership, and co-author of forthcoming book, *Stand Back and Deliver, A Leader’s Guide to the Agile Enterprise* due out in November 2008. She co-founded the Agile Project Leadership Network (APLN) and chaired the Agile 2006 Leadership Summits in London and Minneapolis. Contact her at ppixton@accelinnova.com.

## HALF DAY TW Expanding Your Discussion Toolkit for Better Communication *Michele Sliger, Sliger Consulting*

Saying the right thing at the right time can be difficult. Many of us find ourselves wishing we had some magic phrases that would make difficult conversations easier and more productive. Build your toolkit full of just the right phrases, the perfect questions, and the best ways to start, guide, and end discussions. Whether you’re a manager, an engineer, or a tester, you can benefit from learning new and more open ways to exchange ideas—after all, to get better software we have to have better communication. Join Michelle Sliger for this interactive session, where you’ll have ample opportunity to try these phrases in simulations with your colleagues in an environment that’s safe for learning and experimentation. Find out how to stop a pontificator, keep meetings on track, disagree without shutting down the discussion, deliver feedback, say “no” politely yet firmly, and encourage further dialog. Discover how to pack your discussion toolkit with what you need to keep conversations going in the right direction.



For the past eight years—of her more than twenty years in software development—**Michele Sliger** has been embracing change with agile methodologies. Co-author of the forthcoming book *The Software Project Manager’s Bridge to Agility* and a self-described “bridge builder,” her passion lies in helping those in traditional software development environments cross the bridge to agility. Michele consults to businesses ranging from small start-ups to Fortune 500 companies, helping teams with their agile adoption and organizations with the changes that agile adoption brings. A regular contributor to StickyMinds.com, Michele is a certified Project Management Professional (PMP) and a Certified Scrum Trainer (CST). She can be reached at michele@sligerconsulting.com.

## HALF DAY TX Discovering the Agile Project Manager Inside You *Johanna Rothman, Rothman Consulting Group*

If you’ve been managing projects for a while, you may not understand how an agile project works or your role in it. If you’re accustomed to predicting the schedule, assigning the work, and tracking a Gantt chart, you may be puzzled by how to use empirical data to know the project’s progress, having people self-assign work, and your new role as coach and facilitator. Without a Gantt chart, you may be perplexed and not know how to answer your management’s question, “When will you be done?” Agile projects provide the project manager (and any other manager) more useful information than a serial-lifecycle project. Yet, it’s difficult for many project managers to make the transition to agile because they don’t know what they can or should do. In this experiential tutorial, Johanna Rothman uses a small problem to practice working on an agile project. Practice collecting the data—both quantitative and qualitative—that tells you how the project and the team are progressing. Learn how to assess the project’s true state and be able to tell management when you will be done.



**Johanna Rothman** consults, speaks, and writes on managing high-technology product development. She assists managers, teams, and organizations to become more effective. Johanna has helped engineering organizations, IT organizations, and startups hire technical people, manage projects, and release successful products faster. Johanna is the author of *Manage It! Your Guide to Modern Pragmatic Project Management and Hiring the Best Knowledge Workers, Techies & Nerds: The Secrets and Science of Hiring Technical People*, and coauthor with Esther Derby of the pragmatic *Behind Closed Doors, Secrets of Great Management*. Johanna is a host and session leader at the Amplifying Your Effectiveness (AYE) conference.

# KEYNOTES

WEDNESDAY, JUNE 11, 8:45 a.m.

## That's No Way to Run a Business

*Ken Schwaber, Advanced Development Methods, Inc.*

Every enterprise sets a baseline plan and reports against it frequently—budget vs. actual financial reports, for example. All parts of the enterprise—sales, manufacturing, service, and finance—provide transparent reports against a plan and then adjust their plans based on actual results and changing circumstances. In software development, project and product managers haven't had credible answers for senior management to these BIG questions: How is this project going? When can we start migrating to the new system? How do you know? Do you have the capacity to take a new business opportunity? What can you slow down or de-commit? What will be the cost? Now there is an answer that is working in hundreds of development organizations around the world—Scrum. Scrum's iterative, incremental development of just-in-time orders of functionality, coupled with rigorous quality standards, gives those of us in software development answers to these questions. Ken Schwaber shows how Scrum enables you to manage software development projects, programs, and development organizations at least as precisely and accurately as every other part of the business.



*Ken Schwaber*

The co-developer of the Scrum process (with Jeff Sutherland), Ken Schwaber is a signatory of the Agile Manifesto and founder of the Agile Alliance and Scrum Alliance. He spends his time helping others figure out how to get the benefits of agile development and determine if agile practices are appropriate for them. Ken has been in software and product development for more than thirty years—in positions ranging from bottle-washer to boss. He lives in Lexington, Massachusetts.

WEDNESDAY, JUNE 11, 4:30 p.m.

## The Good, the Better, and the Rather Puzzling: The Agile Experience at Five Companies

*Michael Mah, QSM Associates*

Strategic software development is happening every day—and failures continue to plague us. Unquestionably, a major paradigm shift is underway with the movement to agile methods. But are they really working? With results drawn from industry statistics, Michael Mah answers vital questions about the effectiveness of agile methodologies—XP, Scrum, TDD, pair programming, etc. One discovery underway is that agile methods could be turning the “law of software physics” upside down. For decades, there have been predictable relationships among schedule pressure, staff ramp-up, and bug rates; now, industry data tells us that all this could be changing with agile. Join Michael Mah for a revealing discussion of productivity findings at five—all ostensibly agile—companies, and how they produced a range of results for time-to-market, productivity, and quality. Michael addresses questions such as: Which agile practices are right for your environment? What are the characteristics of a successful agile deployment? How do you measure success or failure of agile process change? Find out how the five case study companies “did” agile in their own ways and how their metrics reveal insights into new agile approaches that are fast becoming mainstream.



*Michael Mah*

Michael Mah is director of the Benchmarking Practice, an author with the Cutter Consortium, and managing partner of QSM Associates Inc., specializing in software measurement and project estimation. Michael has written extensively and consulted with the world's leading software organizations while collecting data on thousands of projects worldwide. Michael's book-in-progress, *Optimal Friction*, examines the dynamics of teams under time pressure and its role in contributing to success and failure. He lives in the mountains of western Massachusetts with his two young children. Michael can be reached at [www.qsma.com](http://www.qsma.com).



## FUN VEGAS FACTS

- When Paul Anka first played Vegas, he was too young to enter the casino.
- Bugsy Siegel named his casino the Flamingo after the long legs of his showgirl girlfriend.
- In Nevada it is mandatory that video slot machines pay a minimum of 75 percent on average.
- Vegas Vic, the enormous neon cowboy that towers over Fremont Street, is the world's largest mechanical neon sign.
- Howard Hughes stayed at the Desert Inn for so long that he was asked to leave. He bought the hotel.
- Camels were used as pack animals in Nevada as late as 1870.
- More than 38.9 million people visit Las Vegas each year.
- Seventeen of the twenty largest hotels in the U.S. are in Las Vegas.



THURSDAY, JUNE 12, 8:35 a.m.

## Attacking Waste in Software: Three Practices We Must Embrace Now

*Jean Tabaka, Rally Software Development*

One of the seven principles of Lean Thinking is “eliminate waste.” Eliminating waste means minimizing the cost of the resources we use to deliver software to our stakeholders. Jean Tabaka proposes three pivotal practices that we must embrace to aggressively attack waste in software delivery—Software as a Service (SaaS), Community, and Fast Feature Throughput. SaaS eliminates waste by deploying software-based services without the cost inherent in traditional software delivery—materials, shipping, time delay, and more. Community involves stakeholders working together to create products rather than competing among themselves for limited resources. Community eliminates waste by democratizing software development to obviate the need for multiple systems with the same functionality. Fast Feature Throughput refers to development methods that embrace change and quickly deliver value to customers. It eliminates waste by responding to market pull with short, incremental delivery cycles. When IT and all software organizations embrace these practices, they will eliminate waste within their organizations, reduce the waste that consumes our entire industry, and ultimately support the broad 21st century global mandate to manage our scarce resources.



*Jean Tabaka*

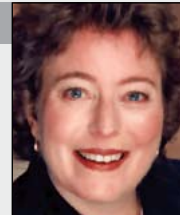
Jean Tabaka is an agile mentor and coach with Rally Software Development. In addition to being a Certified Scrum Trainer and Practitioner, she is also a Certified Professional Facilitator. Her unique blend of passions and skills has been applied in a variety of organizations—large and small, co-located and distributed—eager to adopt the best of agile and bring out the best in their teams. Author of the Agile Software Development Series book *Collaboration Explained*, Jean holds a Masters in Computer Science from Johns Hopkins University. When not sharing her agile passion with clients, she resides in beautiful Boulder, Colorado.

THURSDAY, JUNE 21, 4:45 p.m.

## Lessons Learned in Project Management

*Johanna Rothman, Rothman Consulting Group, Inc.*

You’ve managed projects but they’re never easy. They don’t fit into the nice definitions found in project management books. Your schedules are generally off. There are always unkind surprises. Although you’re not failing, you feel you could be more successful. There is a solution. Based on her many years of consulting with large and small software teams, Johanna Rothman coaches leaders to take a more pragmatic approach. Employ mini-projects and iterations to explore alternatives technologies. Use incremental steps to finish features one-at-a-time when you don’t know how far along you are. Make sure stakeholders agree on what “done” really means. Learn how to escape the dreaded trap of “multi-tasking,” a management style that drains energy from everyone whenever there is a task switch. One final secret every project manager must discover: There is no “one right way” to manage a project. Everything depends on context—the company and its products, the technology employed, the people on your team, and you. If you can learn to keep everything in balance, you will have a successful project. Let something get out of whack and you can kiss all your hard work goodbye.



*Johanna Rothman*

Johanna Rothman helps managers define and solve problems. She assists managers, teams, and organizations to become more effective. Johanna has helped engineering organizations, IT organizations, and startups hire technical people, manage projects, and release successful products faster. Johanna is the author of *Manage It! Your Guide to Modern Pragmatic Project Management* and *Hiring the Best Knowledge Workers, Techies & Nerds: The Secrets and Science of Hiring Technical People*, and coauthor with Esther Derby of the pragmatic *Behind Closed Doors, Secrets of Great Management*. Johanna is a host and session leader at the Amplifying Your Effectiveness (AYE) conference.



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# CONCURRENT CLASSES

WEDNESDAY, JUNE 11, 10:00

## W1 MANAGING PROJECTS AND TEAMS

### What's the Deal with "Best Practices"—Revisiting the Idea

Dan North, *Thoughtworks*

We talk about "best practices" as though they exist—an ideal way to manage a team, develop software, and test applications. All we have to do is discover what best practices are. At best, this is naïve, and at worst it's an irresponsible way to approach anything, especially software development. Learning theory—specifically the Dreyfus model of skills acquisition—provides the missing context for practices in general and best practices in particular. Dan North describes how people really learn and acquire skills and helps you discover where and how to use the ideas offered by best practices. See how the arbitrary imposition of best practices is inherently risky and can have a detrimental effect on productivity and morale. Dan explains why the term "best practices" is flawed and suggests more useful ways of sharing experience and evolving what we do.

## W2 AGILE MANAGEMENT

### Flow, Pull, Innovate: The Secrets to Agile Adoption

Jean Tabaka, *Rally Software Development*

Jean Tabaka provides straightforward guidance on how teams can begin their agile journey and learn to mature and scale into more and more discipline. The five-step approach emphasizes a path based on the principles of Lean Thinking—Flow, Pull, and Innovate. Each of the five steps outlines specific practices for growth as well as pitfalls and roadblocks to navigate and avoid. Step 1: The team learns to work in a continuous flow. Step 2: The team matures by pulling ready items from the backlog. Step 3: A group of teams adopts and scales up the individual team practices. Step 4: The scaling continues to cover multiple projects. Step 5: The practices are adopted throughout the entire organization. You can apply the disciplines discussed in this class to a single co-located team, a team of teams, or an entire organization eager to take advantage of both agile and lean approaches. Join Jean and learn to achieve the greatest innovations with a much lower risk of failure.

## W3 AGILE DEVELOPMENT

### Agile in the Non-Agile Enterprise: Hurdling Obstacles

Michele Sliger, *Sliger Consulting*

Agile is entering the mainstream as a software development practice and leading wider organizational change in many companies. However, in large organizations, it's not practical just to "flip a switch" and have your entire software department "go agile" all at once. In that situation, agile and non-agile teams must work together during the transition. Agile teams must continue to interface with their company's business processes, while management must streamline traditional processes and activities. Agile teams face many obstacles in their quest for cooperative development—resistance to change; differing culture and value systems; changes to measurement, evaluation, and reward systems; and new contracting terms. Join Michele Sliger as she explains how to clear these and other common hurdles facing agile teams working in a traditional organization. Michele discusses the organizational issues that you must address as part of an enterprise-wide agile rollout.

## W4 PROCESS IMPROVEMENT

### More than the Process Police: CMMI® Process and Product Quality Assurance

Will McKnight, *Next Level Consultants*

For organizations to succeed in process improvement efforts, they must determine whether newly introduced processes are, in fact, being adopted by managers and practitioners. The Capability Maturity Model Integrated (CMMI®) identifies this verification activity as Process and Product Quality Assurance (PPQA). If you think PPQA is simply "process police," you're not getting all that you should out of your CMMI® practices. Done right, PPQA can be a driving agent for change in your organization. Unfortunately, all too often PPQA ends up little more than a post-mortem review of what was done wrong. That approach, which offers little opportunity to change behavior, not only lowers the value of the process but also hampers change management efforts. Will McKnight demonstrates the potential of an efficient PPQA process. Take back a full functional PPQA process to help transform your process police into valuable, proactive change agents.

## W5 TESTING

### Lessons Learned in Programmer Testing

James Newkirk, *Microsoft*

It has been more than six years since the first release of NUnit 2.0, an open source unit testing tool. In that time literally millions of tests have been written using the tool. Many of these tests have become and continue to be invaluable resources for their teams. Unfortunately, many other NUnit-based tests have not been maintained and are now viewed as having been a waste of effort from the beginning. What separates tests that are used, maintained, and highly valued from tests that are quickly discarded? James Newkirk describes seven key ideas that are proven to increase the readability of NUnit tests and make them much easier to maintain. Learn about the impact of test fixture size and dependency injection on unit testing. James demonstrates how to use the attributes [ExpectedException], [Setup], and [TearDown] to make tests more readable. Incorporating these and the other lessons can make the difference between tests that become a burden to the team and tests that become practical, growing resources.

## W6 REQUIREMENTS

### Beyond User Stories: Managing Requirements by Business Need

Alan Shalloway, *Net Objectives*

The use of stories in agile projects is commonplace. However, teams in many organizations have discovered limitations in the user story's narrow view in complex projects. Attempts to coordinate related stories through "epics" and "themes" may help the details of managing the problem but generally leave the enterprise view unaddressed—particularly when multiple teams are working together. From his experiences on large agile projects, Alan Shalloway found that combining small pieces together to get a bigger view does not work as well as starting with the bigger view and segmenting it. With agile methods, you must go beyond stories and start with what is known as the "Minimally Releasable Feature" (MRF). The MRF creates the bigger picture of what constitutes business value and enables the management of small stories within this bigger picture. Thus you get the best of both worlds—the efficiency of agile methods aligned with the needs of the enterprise. Alan helps you expand the typical use of stories to keep the bigger business needs in mind while building the smaller pieces that the stories describe.

## W7 SPECIAL TOPICS

### Agile Death Marches: Fast, Expensive, Deadly

Ken Schwaber, *Advanced Development Methods, Inc.*

Traditional projects often culminate in death marches—when the developers ruin their lives while cutting quality in a vain attempt to hit dates. With the advent of agile processes, some teams have adopted this deadly practice in almost every software release iteration in which they participate, turning what was a periodic professional hazard into a complete disaster. The consequences of death marches can be seen throughout the industry as the ability of an organization to compete lessens and the consequences come home to roost. Join Ken Schwaber to look at the cause of the iterative and incremental death marches that agile practices "gone wrong" can engender. Ken considers the consequences for agile teams and the industries they serve. Learn to identify and defeat death marches before they start and prevent a death spiral in your current or next project.



"Anyone that builds, tests, manages, and delivers software needs to attend this conference."

— Brian Watson, *Quick Solutions*

# CONCURRENT CLASSES

WEDNESDAY, JUNE 11, 12:45

## W8 MANAGING PROJECTS AND TEAMS

### Bandages or Tombstones? Distinguishing Between Minor Setbacks and Impending Doom

*Payson Hall, Catalysis Group, Inc.*

Are the challenges confronting your project normal and treatable setbacks or signs of something more serious? Can we treat them with a Band-Aid® and a kiss? Should we call the ambulance? The undertaker? Payson Hall shares patterns he's observed while consulting on dozens of large software development and systems integration projects—executive sponsors distancing themselves from your project, ebbing morale, aggressive schedules, and more. Although good project teams react to adversity and try to get the job done in spite of troubles, their adaptive behavior can lead to a loss of perspective. Sometimes, teams become desensitized to the warning signs of degrading project health and are slow to respond to significant issues. Learn the symptoms of project problems and regain perspective as you identify the causes and find the remedies.

## W9 AGILE MANAGEMENT

### Pragmatic Agility: Principles, Not Dogma

*Andy Hunt, The Pragmatic Programmers*

You've got questions. Andy Hunt has answers. What is agile software development all about? Why the sudden popularity of agile? Why is it fundamentally different from other approaches? Will it work for my organization and me? Join Andy, one of the seventeen original signatories of the Agile Manifesto and a founder of the Agile Alliance, for his pragmatic take on the answers to these and your other questions. Look at the foundations of agile software development and see what problems agility seeks to address. Don't be distracted by dogma as you take some time to explore the core aspects of agile development. Andy presents a brief overview of the major agile methodologies and walks you through a typical day in the life of an agile developer. Find out what's really important about the agile approach and take back new ideas to help you transition to agile while avoiding common stumbling blocks. Join Andy to find out how to make agility work for you.

## W10 AGILE DEVELOPMENT

### Collaborative Card Play: A Fun Way to Learn Agile Modeling

*Jeff Patton, Independent Consultant*

While sophisticated modeling tools may produce high quality drawings, it takes a different set of tools and skills to produce high quality discussions that result in a useful model of your software. Using index cards, sticky notes, and markers, it's relatively easy to create simple, agile models that improve communication and foster common understanding of what you are trying to represent. Join Jeff Patton to learn the essentials of card modeling and avoid those monotonous, unproductive meetings. In hands-on exercises, you will work with others to elicit, distill, prioritize, and communicate new information. Learn to employ a variety of simple models and walk away with ideas for using collaborative card play within your project team and with cross-functional teams.

## W11 PROCESS IMPROVEMENT

### Deception and Estimation: How We Fool Ourselves

*Linda Rising, Independent Consultant*

Cognitive scientists tell us that we are hardwired for deception. It seems we are overly optimistic, and, in fact, we wouldn't have survived without this trait. With this built-in bias as a starting point, it's almost impossible for us to estimate accurately. That doesn't mean all is lost. We must simply accept that our estimates are best guesses and continually re-evaluate as we go, which is, of course, the agile approach to managing change. Linda Rising has been part of many plan-driven development projects where sincere, honest people with integrity wanted to make the best estimates possible and used many "scientific" approaches to make it happen—all for naught. Re-estimation was regarded as an admission of failure to do the best up-front estimate and resulted in a lot of overhead and meetings to try to "get it right." Offering examples from ordinary life—especially from the way people eat and drink—Linda demonstrates how hard it is for us to see our poor estimating skills and helps us learn to avoid the self-deception that is hardwired in all of us.

## W12 TESTING

### Early Defect Detection for Software Analysis and Design

*Vladimir Pavlov, International Software and Productivity Engineering Institute*

For large software development projects, the most important decisions—and the most expensive mistakes—are made at the beginning of the project. At the same time, the initial quality assurance activity is minimal but grows as development moves forward. This results in costly rework (often hidden) in the later stages of the project. Vladimir Pavlov explains how to reduce delays between bug insertions and bug fixes by allocating quality activities over the entire project in proportion to the importance of potential errors. Vladimir describes practical techniques to discover and fix critical analysis and design mistakes almost immediately after their introduction—not in the late phases where they are the most expensive to resolve. He also explains how to integrate these techniques into software development lifecycles including Rational Unified Process, Open Unified Process, and Microsoft Solutions Framework. To increase quality and lower total project costs, establish early defect detection procedures for your projects.

## W13 REQUIREMENTS

### Answer the Call: Help Product Owners Define and Prioritize Requirements

*Kent McDonald, Knowledge Bridge Partners*

Numerous software development methodologies are available to provide project teams excellent guidance on how to build systems right. But how do we know that we are building the right systems? We often ask product owners to define and prioritize their requirements—without offering them a great deal of guidance on how to do so. Understanding what the software needs to do and the value that it will add to the organization will help them decide the importance of each requirement. Kent McDonald explains how you can employ a value model based on the project's purpose, costs, benefits, considerations, and its relation to the organization's overall strategies to help product owners define and quantify the value delivered by a project. He will also show how you can use a regular reevaluation of this value model to decide what requirements should be completed and in what order. More importantly, you can empower product owners to determine what requirements should be changed or dropped as the project proceeds.

## W14 SPECIAL TOPICS

### The Give and Take of Design Criticism

*Rebecca Wirfs-Brock, Wirfs-Brock Associates*

Have you ever engaged in a design discussion where people didn't play fair? Do you have trouble giving advice that sticks or accepting criticism of your own work? Do you know when you should take up an argument and when is it better to let things slide? Every software engineer needs skills at giving, absorbing, and reacting appropriately to criticism. We should know when to pick our battles and how to spot and counteract faulty reasoning. We should be able to give advice so that others get it, and if they don't, determine why. Join Rebecca Wirfs-Brock to explore how design teams can engage in more effective conversations while eliciting and exchanging constructive criticism. Rebecca surveys the biases that underlie reactions people commonly have to new information and how to overcome those biases. Practice techniques for organizing and presenting constructive criticism as you learn to recognize different types of criticism and the appropriate responses.



*Red Rocks Canyon, Nevada*

# CONCURRENT CLASSES

WEDNESDAY, JUNE 11, 2:45

## W15 MANAGING PROJECTS AND TEAMS

### The Psychology of Software Engineers

James McCaffrey, *Volt Information Sciences, Inc.*

The personality traits of software engineers tend to be quite different from those of the general population. In recent years, psychologists have come to a nearly unanimous consensus on the number and nature of human personality dimensions. A recent large-scale study involving several hundred software engineers and “regular” people (non-engineers) revealed that the personalities of developers, testers, and managers tend to be different from each other and from the personalities of the general population as a whole. So, how can you use this information? Although administering a personality assessment as part of a hiring process may be legal, it is problematic at best. A much better use of a personality assessment is to gauge the profile of your existing team members to maximize their productivity. Join James McCaffrey as he describes how you can quickly and easily create, administer, and interpret a personality profile of your team. At the conclusion of the session, you will have the opportunity to take the personality assessment used in the study and see how your personality compares with other software professionals.

## W16 AGILE MANAGEMENT

### Agile Leadership: Coaching Great Teams

Robert Galen, *Robert Galen Consulting Group*

When adopting agile methods, many project managers find it difficult to move from a traditional, control-based model to a servant leader-based model. This paradigm challenges managers to their core because agility demands a coaching-driven mindset rather than the classic “I’m-in-charge” view. Explore the core aspects of agile leadership and team coaching with Bob Galen as you look at leadership from an agile perspective. Bob discusses “coaching up” the team as part of an agile adoption strategy and offers a conversation framework you can immediately use at work—and at home. Learn the fundamental coaching patterns and anti-patterns as you find out when to step in to help and when to be patient. You’ll have the opportunity to practice a conversation or two and hone your new coaching skills.

## W17 AGILE DEVELOPMENT

### Agile Software Testing Strategies

Jared Richardson, *6th Sense Analytics*

Test automation is like exercise. We know both are great ideas, but most of us don’t do enough of either. Although we know that creating a solid automated test suite is critical to any agile testing strategy, we are often just told to “Do it” without much support—money or people. Jared Richardson examines the infrastructure and tools needed for your automated testing to succeed and prosper. Jared examines three strategies—test-driven development, defect-driven testing, and blitzkrieg testing—you can use to ensure great test coverage on your projects. You’ll gain an understanding of how to leverage your testing investments by employing continuous integration practices in your development projects. With real life scenarios as a backdrop, Jared discusses appropriate testing strategies for your current project or the next one down the road. Jared will get you moving toward automated testing, whether you’re starting fresh or trying to clean up an existing project.

## W18 PROCESS IMPROVEMENT

### Successful Process Improvement—The Agile Way

Nelson Perez, *Sierra’s Edge, Inc.*

Using agile techniques to develop and implement new processes—whether for use in agile environments or not—will increase stakeholder involvement and buy-in, lower cultural resistance, reduce process development cycle time, and encourage continuous process improvement. Join Nelson Perez as he explains how to translate the core principles of the Agile Manifesto into a context that you can apply to any process development and improvement program. Use the Agile Manifesto values and principles to speed up your process improvement initiatives and ensure its success. Based on his experience in a company with a highly resistive culture, Nelson realized that process improvement approaches must be tailored to each situation—what works consistently in one organizational culture may not be useful in another culture down the street, across town, or in another country. The agile paradigm works in process improvement programs because it is a universal approach for encouraging adaptive change. Learn new ways to encourage continuous process improvement and build stronger teams within your development group and throughout the enterprise.

## W19 TESTING

### Ten Principles of an Agile Tester

Lisa Crispin, *ePlan Services, Inc.*

Everyone on an agile team does testing. If that’s true, what’s so special about an agile tester? If I define myself as a tester on an agile team, what does that really mean? Do agile testers need skill sets different from testers on traditional teams? What guides agile testers in their daily activities? Lisa Crispin believes that when it comes to agile testers, skills are important—but attitude is everything. The best agile testers have a results-oriented, customer-focused, collaborative, and creative mindset that makes them successful in an agile development environment. Lisa explains how you can apply ten agile principles to add value on agile teams, or on any software development team for that matter. The ten principles of an agile tester include areas such as feedback, communication, simplicity, continuous improvement, and responding to change. At the end of this session, you’ll have gained some practical advice for your own self-improvement process.

## W20 REQUIREMENTS

### Who Are Your Project Stakeholders?

Linda Westfall, *The Westfall Team*

It’s easy to list all the stakeholders and identify different types of users for your software project—WRONG! Although it may be obvious who holds the checkbook for your project and who the “average” users will be, many other people and user roles are not so obvious. Unaccounted for stakeholders and users result in missed requirements and often leave important conflicts unresolved. Even worse, you can lose support—and the whole project can fail—if important people are left out of the process. As Linda Westfall demonstrates unique “brain writing” techniques in a facilitated, interactive requirements workshop, you will learn ways to identify a complete list of the important project stakeholders and user roles. After pruning the stakeholder list to eliminate duplicates, Linda demonstrates how to define a requirements elicitation strategy to select appropriate techniques for each stakeholder. Practice techniques for resolving stakeholder conflicts and take back a stakeholder identification checklist to ensure that you consider a broad range of stakeholder categories for your projects.

## W21 SPECIAL TOPICS

### Eight Steps to a Virtualized Test Environment

John Janakiraman, *illumita*

Virtualized software test environments deliver quantifiable benefits—lower lab costs, faster test cycles, and lower IT support overhead. New capabilities in virtualization and virtual test lab solutions are being brought to market by vendors such as VMWare, Surgient, VM Logix, and illumita. These tools promise compelling productivity improvements: richer test scope, tighter lab integration with test tools and processes, and on-demand test infrastructure. John Janakiraman describes capabilities and benefits of virtual test lab environments, offers guidance in adopting a virtual test lab, and shares lessons learned from real world implementations. John walks you through eight important steps to adopting a virtualized environment in your test lab. As John shares the lessons he’s learned implementing virtual test labs, find out if a virtualized lab environment is right for your organization.



# CONCURRENT CLASSES

THURSDAY, JUNE 12, 10:15

## T1 MANAGING PROJECTS AND TEAMS

### Fifteen Tips for Speeding Up Your Project

*Johanna Rothman, Rothman Consulting Group, Inc.*

Faster is better for software projects—if and only if all the right elements are in place and ready to go. Sometimes your organization is in a sweet spot—that period of time when your project should start immediately. Other times, it's better to wait. Join Johanna Rothman to discover how to decide whether your project is ready to go, including how to help your managers define the project portfolio to see where your project fits in and how it supports your organization's goals. Johanna discusses fifteen ways to measure and steer projects to help you get to the end faster. Learn about rolling wave scheduling, continuous integration, time-boxing, and much more. In this interactive session, you'll discuss the meaning of "done" so you can help the team finish a project sooner and avoid having it drag on. Although you don't have to use all of the tips, the more you use, the faster your project will run.

## T2 PERSONAL DEVELOPMENT

### Your Attention Please: Concentration is a Learnable Skill

*Lee Devin, Swarthmore College*

With the possible exception of the fakir walking barefoot on a bed of nails, no one can focus attention on a single object for more than about fifteen seconds. There's a practice, though, that anyone can learn to accommodate this fact and go on to solve vexing problems quickly and creatively. Lee Devin borrows from the skills that actors develop to direct their attention so their mind and body behave as if the imaginary world they've created is real. Similarly, when you watch a good movie or read a great novel, you direct your attention with single-minded intensity. Using theatre exercises, Lee introduces you to the techniques of warm-up and the skills of concentration. Although simple, they're by no means easy. Learn and practice these mind-bending exercises and take away a powerful tool that can increase your concentration both at work and in your personal life.

## T3 AGILE DEVELOPMENT

### Continuous Integration: The Cornerstone of a Great Shop

*Jared Richardson, 6th Sense Analytics*

Jared Richardson believes that of all the development practices being promoted today the best single practice is continuous integration. It's a simple concept—you run a software program that monitors your source code in an automated version control system. When *anything* changes, your code is automatically checked out, re-built, and all the automated tests are re-run. Continuous integration gives you an early warning if anything in the most recent changes broke the software. Continuous integration forces you to use 100 percent source code management and demands a solid, automated build script. It provides a framework for your automated tests to grow, live, and thrive. Continuous integration becomes a new "team member" who keeps a constant eye on your code and provides the reminders you need to keep the product solid and your team on track. Join Jared to learn the steps to introduce continuous integration into your shop and how to set it up yourself.

## T4 METRICS

### The Uncertainty Surrounding the Cone of Uncertainty

*Todd Little, Landmark Graphics Corporation*

Barry Boehm first defined the "Cone of Uncertainty" of software estimation more than twenty-five years ago. The fundamental aspect of the cone is quite intuitive—that project uncertainty decreases as you discover more during the project. Todd Little takes an in-depth look into some of the dynamics of software estimation and questions some of the more common interpretations of the meaning of the "cone." Todd presents surprising data from more than one hundred "for market" software projects developed by a market-leading software company. He compares their data with other published industry data. Discover the patterns of software estimation accuracy Todd found, some of which go against common industry beliefs. Understanding the bounds of uncertainty and patterns from past projects help us plan for and manage the uncertainties we are sure to encounter. Take back a collection of measures and metrics you can use to track and analyze uncertainty in your current and next project.

## T5 SOA

### A Toolkit for Assessing SOA Readiness

*Jerry Smith, Symphony Services*

Before charging "full speed ahead" into the land of service-oriented architecture (SOA), you need help to ensure success and mitigate the risks inherent in such major systems changes. Jerry Smith provides proven tools for assessing SOA readiness and outlines the essential steps to implementing SOA. Jerry presents reference SOA architectures that demonstrate solid standards and specifications to compare with your implementation plans. He introduces an SOA Maturity Model to help you understand your current organizational and technological state. The SOA Maturity Model is a communications tool that outlines how the organization's SOA implementation will evolve along both business and technical lines. Jerry outlines the various stages the model entails and how to apply it so that technical and organizational changes are easily coordinated across the enterprise. With this new toolkit in hand you can deliver a clear action plan to drive the improvements only SOA makes possible.

## T6 SECURITY

### Software Security Assessment: The Naked Truth

*Herbert (Hugh) Thompson, People Security*

With software running our most critical business processes, we need to think about both its utility and the risk it can add to those processes. Hugh Thompson describes some of the best current techniques to efficiently assess software security risk. Hugh identifies the biggest risks to your software systems, presents the major categories of security vulnerabilities with their business consequences, and how you can begin an effective software risk assessment process. Specifically, Hugh discusses the 17 critical questions to ask vendors, software component suppliers, and software-as-a-service (SaaS) providers about their product before you commit to using it. He describes how to benchmark your own software security practices, the top application security flaws that put your business at risk and their symptoms. You'll also learn to make more security-savvy software acquisition, development, and outsourcing decisions.

## T7 SPECIAL TOPICS

### SOX and HIPPA and RESPA, Oh My! Mastering Software Compliance

*Elle Ringham, Cognizant Technology Solutions*

Determining whether legal and contractual issues apply to your development efforts isn't always simple. There may be some obvious factors—industry regulations, service level agreements (SLAs), and state or federal agency oversight. However, other factors may not be so obvious. Even today, the Sarbanes-Oxley Act is largely legally untested, subjecting your company to unknown legal risks. Examining legal, compliance, and audit issues throughout the QA process lifecycle, Elle Ringham discusses the right questions to ask and what to do with the answers. She provides guidelines you need to work with stakeholders, developers, attorneys, and auditors. Incorporate legal requirements and compliance issues as part of the architecture, development process, and for all strategic business initiatives. Take away audit templates, metrics to help you know where you stand, and sample reports you may need to produce in your current or next project.



"This conference exceeded my expectations. The information I gathered will help me immediately in my daily work. Overall I am very impressed and plan to come again next year."  
— Renee Hasse, Marshfield Clinic

# CONCURRENT CLASSES

THURSDAY, JUNE 12, 12:45

## T8 MANAGING PROJECTS AND TEAMS

### A Recipe for Self-Induced Project Failure

Mike Seavers, BJC HealthCare

Even with the progress of development practices in the last few years, have we significantly increased the percentage of successful projects? Are we meeting the needs of our customers at a cost they can afford? Are we adding business value with every project? Mike Seavers believes that, in many cases, our development practices are no better than before. The core of the problem is a fundamental misunderstanding between customers and software organizations about the difference between needs, driving forces, and features. Customers are needs-driven, but they speak in terms of features without understanding why. Similarly, developers are feature-driven and rarely address customers' actual needs. By uncovering these misconceptions, Mike explains how to better understand your customers—what they really want and value, how to identify and remove feature-driven behaviors in our organizations that prevent us from being successful, and how, by mobilizing your organization around real value, to turn your customers into advocates rather than adversaries.

## T9 PERSONAL DEVELOPMENT

### The Leadership Imperative: Creating a Culture of Trust

Pollyanna Pixton, Accelinnova

In our personal and business lives, many of us know leaders who successfully foster environments of incredible creativity, innovation, and ideas—while other leaders try but fail. So, how do the top leaders get it right? Going beyond the basics, Pollyanna Pixton explores with you the ways that the best leaders create “safety nets” that allow people to discover and try new possibilities, fail early, and correct faster. Removing fear and engendering trust make the team and organization more creative and productive as they spend less energy protecting themselves and the status quo. Pollyanna shares the tools you, as a leader, need to develop open environments based on trust—the first step in collaboration across the enterprise. Learn to step forward and do the right thing without breaking trust. Find out when and how to acknowledge and reward trust in your team and organization.

## T10 AGILE DEVELOPMENT

### The Impact of Poor Estimating and How to Fix It

Mitch Lacey, Ascentium

Running Scrum by-the-book for three months, the team was continually failing to meet its delivery commitments. As a result, trust between the business managers and the team degraded almost to a point-of-no-return. Even holding bi-weekly retrospectives, the team could not pinpoint the problems causing their inability to release iterations on time. Mitch Lacey was asked to assist the team in finding the root causes of the problems. He analyzed multiple aspects of the project—from individual work items to planning meetings. Multiple issues were identified, but one thing stood out above all others—the estimation process they used had caused the team to miss its deadlines again and again. Mitch discusses the estimation problems the team was having, how they were fixed, and the resulting improvements in customer satisfaction value delivered. He presents new concepts, ideas, and techniques to help you improve your estimating practices and outlines the benefits of employing collaboration tools in the process.

## T11 METRICS

### Function Point Analysis: A Quick and Easy Primer

David Garmus and David Herron, The David Consulting Group

The function point metric is used by many organizations worldwide to more accurately size systems. Knowing the size of a system allows developers to better meet customer demands of functionality within time and budget and communicate about these issues with the system “owners.” Based on the latest version of the International Function Point Users Group (IFPUG) Counting Practices Manual, David Garmus and David Herron provide a detailed explanation of the rules engineers must follow to accurately count function points. Join them to learn the value and use of function points within an overall software measurement program and the basics of how and when to use function point analysis (FPA). Examine real-world examples of software to see how to identify the different functional components according to the IFPUG's FPA standards. To assist them in applying IFPUG rules for counting function points, all participants will receive a Certified Reference Card.

## T12 SOA

### SOA Testing Challenges and Proven Practices

Guruprasad Gopalakrishnan, Wipro Technologies

The best thing about Service Oriented Architecture (SOA) is its flexibility—a heterogeneous computing environment in which different services and service providers can use different technologies; loose coupling of components to allow any application to make use of service capabilities; and ad-hoc integration of applications within and across organizations. However, from a tester's perspective, these very advantages make the testing of Web services and SOA-based applications highly complex. Testing Web services through the front-end of applications is usually ineffective. Tracking defects to their source is difficult because of the layered application designs. Instead, you must design and execute mostly non-functional tests for compliance to standards, interoperability, security, reliability, and performance. Join Guruprasad Gopalakrishnan to find out about the challenges inherent in SOA testing, discover the tools available to help you in your quest, and go home with a “tested” approach you can use to optimally confirm SOA operations.

## T13 SECURITY

### Automating Security Testing with cUrl and Perl

Paco Hope, Cigital

Although all teams want to test their applications for security, our plates are already full with functional tests. What if we could automate those security tests? Fortunately, most Web-based and desktop applications submit readily to automated testing. Paco Hope explores two flexible, powerful, and totally free tools that can help to automate security tests. cUrl is a free program that issues automatic basic Web requests; Perl is a well-known programming language ideally suited for writing test scripts. Paco demonstrates the basics of automating tests using both tools and then explores some of the more complicated concerns that arise during automation—authentication, session state, and parsing responses. He then illustrates simulated malicious inputs and the resulting outputs that show whether the software has embedded security problems. The techniques demonstrated in this session apply equally well to all Web platforms and all desktop operating systems. You'll leave with an understanding of the basics and a long list of resources you can reference to learn more about Web security test automation.

## T14 SPECIAL TOPICS

### Real Software QA

Linda Westfall, The Westfall Team

With the ever-increasing demand for software products, it is imperative for organizations to move away from trying to “test in” software quality and move toward adopting a comprehensive, total-life cycle software quality management approach. Such an approach is the basis of real software quality assurance (QA)—all the planned and systematic actions necessary to provide confidence that a system will perform satisfactorily in production. In contrast to software quality control (QC), which consists of detection activities such as testing that are *product* focused, software QA is *process* focused. Software QA includes defining, establishing, and monitoring the control practices that ensure policies, systems, and processes are effective and efficient across the entire software development life cycle. Linda Westfall focuses on defining the elements and techniques of a comprehensive software QA program. Her goal is to help you identify gaps and process improvement opportunities in your organization's software QA activities.



# CONCURRENT CLASSES

THURSDAY, JUNE 12, 3:00

## T15 MANAGING PROJECTS AND TEAMS

### Maximizing ROI on New Technology Acquisition

*Chris Ronak, Divestco, Inc.*

IT departments and software technologists must invariably navigate many challenges when planning to acquire new tools, invest in new technology, fund new technology projects, and introduce process changes. How do you get the most out of these investments without upsetting existing mission-critical processes or projects? Subsequently, how do you rapidly turn your new technology into a successful release that augments your product suite? Chris Ronak shares his experiences and offers his recommendations on how to best integrate newly acquired technology into mainstream development processes and projects. A strategic acquisition must provide missing functionality that enhances your existing product suite or technical framework—and it must be implemented without hindering or stopping progress on other business-critical projects. Join Chris to explore ways to build an extensible core technology framework that allows you to successfully integrate new technology and innovative practices into your existing development organization.

## T16 PERSONAL DEVELOPMENT

### An Alternative to Consensus: Accelerating Effective Decisions

*Michele Sliger, Sliger Consulting*

Software development teams don't always need, want, or have time to make decisions via group consensus. And project leaders often already feel overburdened with the multiple decisions they have to make on their own. But there is a middle path—an alternative to consensus—in which shared responsibility for decision-making provides for input from many and one voice to represent the team and make the final choice. In this decision-making process, a team member volunteers to be the decision-maker on a particular issue with only one mandatory rule—seek guidance. The greater the impact the decision will have on the organization, the wider the quest for advice must be—all the way to the board of directors, if appropriate. Join Michele Sliger to learn how this approach to decision-making might be right for your organization.

## T17 AGILE DEVELOPMENT

### Test-Driven Analysis: Focus on the User, Not the Code

*Ken Pugh, Net Objectives*

Test-driven analysis (TDA) focuses on the system at the user interface level. By concentrating on scenarios from the users' point of view, TDA examines the inputs and outputs of a system and how the state of that system changes as a result of actions performed on the system. Further, TDA concentrates on creating tests that help developers and business analysts understand the problem domain and the system requirements. Ken Pugh explores how tests created during TDA efforts relate to user acceptance tests and how the TDA tests can propagate to those created in a test-driven development framework. Together with Ken, you'll create analysis tests for a sample system and differentiate between various types of tests—acceptance, analysis, and design. This class is about the process of inquiry we need during analysis to answer the question "I know you're ready for testing, but what are you testing for?"

## T18 METRICS

### You Just Don't Understand Me: Interdisciplinary Awareness to the Rescue

*Mike Tholfsen, Microsoft*

Different disciplines and departments in an organization still have the same goals, but often misunderstand one another. We have all heard someone say about another group, "Those people are clueless." The irony is that "those people" are saying the same thing back under their breath. Within the software disciplines, poor understanding, lack of communication, and unfortunate stereotyping are often commonplace. Presenting a new concept and team exercise called Interdisciplinary Awareness, Mike Tholfsen helps us focus on the importance of team dynamics in building good software. With case studies from both Microsoft Office and Windows teams, Mike shows how they built stronger trust within and between teams. Incorporate this exercise in your group and discover how interdisciplinary awareness can lead to greater understanding and appreciation, a stronger sense of team, and a higher degree of trust.

## T19 SOA

### The Challenges of SOA Security

*Jimmy Xu, CGI, Inc.*

Service Oriented Architecture (SOA) has many security challenges. To address these challenges, it is not enough to set up a secure operational infrastructure. SOA security must be implemented in all key areas of software development—architecture, design, platform, governance, requirements, development, and testing. Jimmy Xu discusses today's SOA security challenges and explains why it is important to address these challenges inside software development. He presents the latest security practices: standards compliance; review of architectural blueprints and SOA platforms; secure SDLC process; threat modeling; secure coding; and security testing. This session not only prepares you to delve into the details of SOA security methodology, process, and techniques but also gives you the background information you need to plan and scope security assurance activities in your SOA development projects.

## T20 SECURITY

### Fuzzing: New Tests for Robustness and Security

*Ari Takanen, Codenomicon*

Traditional security measures are doomed to fail because they are focused only on defending against known attacks—and studies show that more than 80 percent of software will likely crash when extensive negative testing is employed. Fuzzing is a new, proactive technique for discovering security vulnerabilities and robustness issues in software. Although fuzz testing is most often based on some form of syntax checking, random input testing also can be appropriate. Fuzzing is valuable during development when application testers use the technique to surface issues and in production when security testers use it for audits. Any type of system can be fuzz tested—from enterprise solutions to consumer products such as mobile phones and set-top TV cable boxes. Ari Takanen discusses the origins of fuzzing, explains the different technologies used by fuzzers, and identifies current fuzzing tools, their uses and limitations. Ari describes various metrics related to fuzzing that allow you to measure effectiveness and compare the efficiency of various tools.

## T21 SPECIAL TOPICS

### Scenario-Based Architecture Reviews: A Quality Process

*Kevin Bodie, Pitney Bowes*

Quality attributes—performance, scalability, availability, maintainability, etc.—are often referred to as the non-functional requirements. Unfortunately, these critical factors often are specified through vague platitudes rather than explicit statements. Participatory, scenario-based architecture reviews are essential to determine if the architecture meets the system's quality attributes as well as the functional requirements. Scenario-based architecture reviews rigorously examine the characteristics of the system to determine strengths, limitations, operating bounds, and overall requirements satisfaction. Results include the impact on and risk of architectural choices for the system. Kevin Bodie details the architecture review planning process, illustrates its execution, and shows you the results with specific deliverables—the Architecture Readout Presentation and Executive Architecture Readout. Kevin presents real-world examples of these deliverables and offers you a review process model to implement in your organization.



## EVENT LOCATION

Experience the romance of Italy in the heart of the Las Vegas Strip. Beauty and grace surround you at The Venetian Resort Hotel Casino, where every detail has been carefully designed to provide you with a memorable stay—from the world's largest standard suites to the city's most elegant casino. Immerse yourself in the enchanting atmosphere of this all-suite Las Vegas hotel resort.

Choose from nineteen remarkable restaurants—featuring an unprecedented six James Beard Award-winning chefs, including Wolfgang Puck, Emeril Lagasse, and Thomas Keller. Browse the eighty international boutiques of The Grand Canal Shoppes, offering collectibles and couture from such renowned names as Jimmy Choo, Lladro, Dooney & Bourke, and Burberry. Rejuvenate at Canyon Ranch SpaClub—the very picture of rest and relaxation—where a full-service salon, fitness center, rockclimbing wall, and indulgent packages await. Discover the ideal Las Vegas resort vacation destination and business retreat where exquisite all-suite accommodations, attentive service, and endless attractions converge in a magnificent setting.



## VEGAS HIGHLIGHTS

*So what's a person to do in the middle of the desert? The sky's the limit in Las Vegas! Here are some neat things to do in the city that never sleeps...*

- Take a roller coaster ride around New York skyscrapers on the Manhattan Express
- Snap your picture with your favorite celebrity at Madame Tussaud's Wax Museum
  - Get whisked away by the dancing fountains on the ten-acre glittering lake at the Bellagio
  - Take a guided tour of the Eiffel Tower, or at least at half the size
  - Enjoy an interactive adventure at Star Trek: The Experience™
  - Visit the world's tallest Coke® bottle
  - Dine from the finest selection of buffets the world has to offer
  - Play a little golf...choose from the fifty-seven neighboring clubs
  - Lose yourself in the 250 video games at GameWorks
- Visit the Fremont Street Experience for a light and sound show staged ninety feet above a downtown mall
- Shop 'til you drop—there's something for everyone in the hundreds of retail stores just minutes from the Strip
- Drop the kids off at Camp Las Vegas for a fun-filled day of roller coasters, movies, and animal visits





# What Past Delegates are Saying...



***"I extremely enjoyed the tutorials and regular conference keynote speakers and breakout sessions. All presenters were knowledgeable and open to one-on-one discussions outside of the sessions."***

— Roger Blecha, Torex Hospitality

***"The tutorials were very informative; provided practical information that I can take home and use right away."***

— Susan Hennessey, TU Group

***"GREAT CONFERENCE. This is the right conference for people at all levels. If you are in a quality profession—this is the right conference."***

— Mukesh Jain, Microsoft Corporation

***"Keynote speakers were both informative and entertaining."***

— Frank Agrusa, ACL Corporate Systems

***"What a great conference! The tutorials and the concurrent sessions were very informative. The speakers were very knowledgeable too! Thank you!"***

— Oriana Falco, Thales e-Security

***"The tutorials offered were extremely informative. There is take back value I can use immediately. Networking opportunities were everywhere with people, companies and opportunities from coast to coast."***

— Chris Riley, Nationwide Insurance Company

***"It's hard to find a multi-dimensional conference that applies to the full development lifecycle, but the Better Software conference achieves just that! Keep it up & thanks for making it available to the industry."***

— Wendy Haroldson, Thompson

***"The information delivered at this conference was valuable & immediately actionable. I have enough process improvement, methodology improvement and team leadership ideas to keep our team moving forward for a long time. Great conference!"***

— Michael Nathan, Wolters Kluwer

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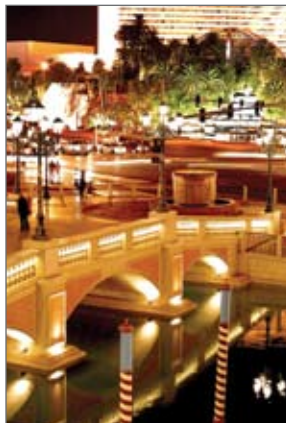
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