

# BETTER SOFTWARE

CONFERENCE & EXPO

JUNE 8-12, 2009  
LAS VEGAS, NEVADA  
THE VENETIAN

Conference Sponsor:



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



## KEYNOTES BY INTERNATIONAL EXPERTS



**Tim Lister**  
*Atlantic Systems Guild*



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



**Michele Sliger**  
*Sliger Consulting*

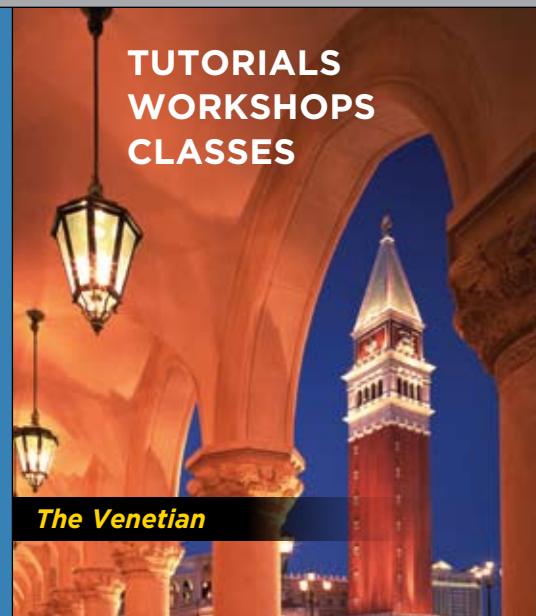


**Jonathan Kohl**  
*Kohl Concepts, Inc.*



**NEW FOR 2009!**  
a co-located event

**Agile Leadership Summit**  
Friday, June 12, 2009



**TUTORIALS  
WORKSHOPS  
CLASSES**

**The Venetian**

# BETTER SOFTWARE

CONFERENCE & EXPO

JUNE 8-12, 2009  
LAS VEGAS, NEVADA  
THE VENETIAN



## CONTENTS

- 4 Conference-at-a-Glance  
*Build Your Own Conference!*
- 6 36 In-Depth Pre-conference Tutorials
- 13 Conference Speakers
- 14 4 Keynote Presentations
- 16 42 Concurrent Sessions
- 22 Agile Leadership Summit
- 24 Conference Sponsors & Exhibitors
- 25 Bonus Sessions and Special Events
- 25 Software Testing Certification Training
- 26 Ways to Save
- 27 Registration Information

## TOP TEN REASONS TO ATTEND

1. Experience the widest variety of learning sessions: tutorials, keynote, conference sessions, bonus sessions, summit sessions, and more. . .
2. Discover the latest in software development technologies, trends, and practices
3. Find the right balance between the plan-driven and agile approaches
4. Learn new ways to lead and inspire your software teams
5. Interact with top experts and practitioners who have been through tough times before and learn from their successes
6. Benefit from real-world experiences of leading software development organizations
7. Network with others to fast track your learning by hearing how other people are solving their problems
8. Visit the EXPO for the latest tools and services to help you build and deliver better software
9. Attend the new Agile Leadership Summit event on Friday
10. Save big with Bring a Buddy, Early Bird, and other discounts! See page 26 for all the Ways to Save.

## 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)

# CONFERENCE SCHEDULE

Build your own conference—pre-conference tutorials, keynote presentations, concurrent sessions, summit sessions, and more—packed with information covering the latest technologies, trends, and practices in software development.

## Monday – Tuesday

36 Pre-conference Tutorials in both half- and full-day formats



## Wednesday – Thursday

4 Keynote Presentations  
42 Concurrent Sessions  
Networking EXPO  
Special Events  
...and More!



## Friday

### Agile Leadership Summit

New for 2009! Add a fifth full-day to your conference event by attending the Agile Leadership Summit—Leading in Challenging Times: Agile Software Leadership Principles That Work. To help your organization succeed in these challenging times, learn from industry leaders who have embraced agile principles and have put them to work successfully in their organizations.



## 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

## BRING A BUDDY

Bring a colleague and each of you saves up to an additional \$300.

*Any two people registering at the same time save up to an additional \$300 off each registration.*

*Please call Client Support at 888.268.8770 or email [sqeinfo@sqe.com](mailto:sqeinfo@sqe.com) to take advantage of this offer.*

# CONFERENCE AT-A-GLANCE

## MONDAY, JUNE 8

<b>8:30</b>	Tutorial Sessions (8:30 a.m. - 12:00 p.m.)	
	<b>MONDAY FULL-DAY TUTORIALS</b>	<b>MONDAY MORNING TUTORIALS</b>
	<p><b>MA Principles and Practices of Lean-Agile Development</b> <i>Alan Shalloway, Net Objectives</i></p> <p><b>MB Leading Change through Collaboration</b> <i>Pollyanna Pixton, Accelinnova</i></p> <p><b>MC Project Assessments: Knowing Where You Stand</b> <i>Payson Hall, Catalysis Group</i></p> <p><b>MD 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>ME Requirements Interactive: The Agile Way</b> <i>Ken Pugh, Net Objectives</i></p>	<p><b>MF Project Risk Management: A Systematic Approach <i>New</i></b> <i>Jeffery Payne, Coveros, Inc.</i></p> <p><b>MG Just Enough Design: Modeling with Agility <i>New</i></b> <i>Ken Collier, KWC Technologies</i></p> <p><b>MH The Beginner's Mind: Keeping Your Agile Adoption Fresh</b> <i>David Hussman, DevJam, and Jean Tabaka, Rally Software Development</i></p> <p><b>MI Releasing Larger-scale Agile Projects</b> <i>Robert Galen, Independent Consultant</i></p> <p><b>MJ Writing Effective System Security Requirements <i>New</i></b> <i>Hugh Thompson, People Security</i></p> <p><b>MK Open Source Develop and Test Tools Workshop <i>New</i></b> <i>Frank Cohen, PushToTest</i></p>
<b>12:00</b>	Lunch	
<b>1:00</b>	Tutorial Sessions (1:00 p.m. - 4:30 p.m.)	
	<b>MONDAY FULL-DAY TUTORIALS (CONTINUED)</b>	<b>MONDAY AFTERNOON TUTORIALS</b>
	<p><b>MA Principles and Practices of Lean-Agile Development</b> <i>Alan Shalloway, Net Objectives</i></p> <p><b>MB Leading Change through Collaboration</b> <i>Pollyanna Pixton, Accelinnova</i></p> <p><b>MC Project Assessments: Knowing Where You Stand</b> <i>Payson Hall, Catalysis Group</i></p> <p><b>MD 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>ME Requirements Interactive: The Agile Way</b> <i>Ken Pugh, Net Objectives</i></p>	<p><b>ML Quality Assurance: Moving Your QA Organization Beyond Testing <i>New</i></b> <i>Jeffery Payne, Coveros, Inc.</i></p> <p><b>MM Test Estimation for Development and Test Managers</b> <i>Julie Gardiner, Grove Consultants</i></p> <p><b>MN Building a Better Backlog with User Story Mapping</b> <i>Jeff Patton, Independent Consultant</i></p> <p><b>MO Using Metrics in Agile Environments</b> <i>Michael Mah and Anny Randel, QSM Associates, Inc.</i></p> <p><b>MP Software Endgames: Learn to Finish What You Start</b> <i>Robert Galen, Independent Consultant</i></p> <p><b>MQ Secure Software Design: 25 Key Principles <i>New</i></b> <i>Hugh Thompson, People Security</i></p> <p><b>MR Adrenaline Junkies and Template Zombies: Patterns in Project Behavior <i>New</i></b> <i>Tim Lister, Atlantic Systems Guild</i></p>
<b>5:00</b>	ASTQB Testing Certification Information Session	

## TUESDAY, JUNE 9

<b>8:30</b>	Tutorial Sessions (8:30 a.m. - 12:00 p.m.)	
	<b>TUESDAY FULL-DAY TUTORIALS</b>	<b>TUESDAY MORNING TUTORIALS</b>
	<p><b>TA Collaboration Explained: Facilitation Skills for Project Leaders</b> <i>Jean Tabaka, Rally Software Development</i></p> <p><b>TB Managing Imposed Deadlines: Risk Management in the Real World</b> <i>Michael Mah and Anny Randel, QSM Associates, Inc.</i></p> <p><b>TC Finding Ambiguities in Requirements – Richard Bender, Bender RBT</b></p> <p><b>TD Fearless Change: Introducing New Ideas</b> <i>Linda Rising, Independent Consultant</i></p> <p><b>TE Advanced Agile Project Management: Organizational Integration <i>New</i></b> <i>Jim Highsmith, Information Architects, Inc</i></p> <p><b>TF Practical Software Measurement: Objective Information for Decision Makers <i>New</i></b> – Beth Layman, Layman &amp; Layman</p>	<p><b>TG Discovering the Agile Project Manager Inside You</b> <i>Johanna Rothman, Rothman Consulting Group, Inc.</i></p> <p><b>TH Fostering Trust in Teams: A Leadership Practicum</b> <i>Pollyanna Pixton, Accelinnova</i></p> <p><b>TI Pragmatic Personas: Connecting Business and Development <i>New</i></b> <i>David Hussman, DevJam</i></p> <p><b>TJ Expanding Your Discussion Toolkit for Better Communication</b> <i>Michele Sliger, Sliger Consulting, Inc.</i></p> <p><b>TK Risk-based Testing: A Systematic Approach</b> <i>Julie Gardiner, Grove Consultants</i></p> <p><b>TL Becoming Agile at Project and Enterprise Levels <i>New</i></b> <i>Ahmed Sidky, SolutionsIQ</i></p>
<b>12:00</b>	Lunch	
<b>1:00</b>	Tutorial Sessions (1:00 p.m. - 4:30 p.m.)	
	<b>TUESDAY FULL-DAY TUTORIALS (CONTINUED)</b>	<b>TUESDAY AFTERNOON TUTORIALS</b>
	<p><b>TA Collaboration Explained: Facilitation Skills for Project Leaders</b> <i>Jean Tabaka, Rally Software Development</i></p> <p><b>TB Managing Imposed Deadlines: Risk Management in the Real World</b> <i>Michael Mah and Anny Randel, QSM Associates, Inc.</i></p> <p><b>TC Finding Ambiguities in Requirements – Richard Bender, Bender RBT</b></p> <p><b>TD Fearless Change: Introducing New Ideas</b> <i>Linda Rising, Independent Consultant</i></p> <p><b>TE Advanced Agile Project Management: Organizational Integration <i>New</i></b> <i>Jim Highsmith, Information Architects, Inc</i></p> <p><b>TF Practical Software Measurement: Objective Information for Decision Makers <i>New</i></b> – Beth Layman, Layman &amp; Layman</p>	<p><b>TM Behavior-driven Development: Writing Software That Matters</b> <i>Dan North, ThoughtWorks</i></p> <p><b>TN Agile Retrospectives – Esther Derby, Esther Derby Associates, Inc.</b></p> <p><b>TO Leading Successful Projects in Volatile Environments</b> <i>Pollyanna Pixton, Accelinnova</i></p> <p><b>TP Agile Estimation and Planning <i>New</i></b> – Kenny Rubin, Innolution</p> <p><b>TQ Using Visual Models for Test Case Design – Rob Sabourin, AmiBug.com</b></p> <p><b>TR User-centered Design for Better Human Interfaces <i>New</i></b> <i>Jeff Patton, Independent Consultant</i></p>
<b>5:00</b>	<b>Bonus Session: Speaking 101: Tips and Tricks</b> – Lee Copeland, Software Quality Engineering	

# CONFERENCE AT-A-GLANCE

## WEDNESDAY, JUNE 10

8:30	<b>Opening Remarks</b> — Lee Copeland, Program Chair						
8:45	<b>Some Not-So-Crazy Ways to Do More with Less</b> — Tim Lister, Atlantic Systems Guild						
9:45	Morning Break						
	<b>Managing Projects and Teams</b>	<b>Agile Management</b>	<b>Transitioning to Agile</b>	<b>Requirements &amp; Design</b>	<b>Testing &amp; QA</b>	<b>Process Improvement</b>	<b>Special Topics</b>
10:00	<b>W1</b> <b>Weathering the Storm: Navigating Through Resource Constrained Waters</b> Payson Hall, Catalysis Group	<b>W2</b> <b>Getting Ready for Your First Iteration</b> David Hussman, DevJam	<b>W3</b> <b>Transitioning Your Software Process to Agile</b> Jeffery Payne, Coveros, Inc.	<b>W4</b> <b>Table-driven Requirements with the FIT Testing Tool</b> Ken Pugh, Net Objectives	<b>W5</b> <b>What Your QA Program Is Missing</b> Dawn Haynes, PerfTest Plus, Inc.	<b>W6</b> <b>Making Smart Choices: Strategies for CMMI® Adoption</b> Rick Hefner, Northrop Grumman Corporation	<b>W7</b> <b>In Defense of Waterfall: Deconstructing the Agile Manifesto</b> Ken Katz, DST Output
11:30	Lunch in the EXPO (EXPO open 11:00 a.m. - 3:00 p.m.)						
12:45	<b>W8</b> <b>Identify and Maximize Business Value in Development</b> Paul Robinson, Jr., The College Board	<b>W9</b> <b>When to Step Up, When to Step Back</b> Polyanna Pixton, Accelinnova	<b>W10</b> <b>Agile Adoption: Challenges and Strategies for New Teams</b> Rachel Weston, Rally Software Development	<b>W11</b> <b>Ensuring Quality Requirements</b> Donald Mark Haynes, Synova	<b>W12</b> <b>Testing in Turbulent Projects</b> Rob Sabourin, AmiBug.com	<b>W13</b> <b>Virtual Retrospectives for Distributed Software Teams</b> John Terzakis, Intel	<b>W14</b> <b>Defining Software Quality</b> Thomas C. Staab, Wind Ridge International
2:15	Networking Break in the EXPO						
2:45	<b>W15</b> <b>Ten Practices of High-performance Teams</b> Noopur Davis, Davis Systems	<b>W16</b> <b>Using Agile to Increase Value in Lean Times</b> Richard Leavitt, Rally Software Development and Michael Mah, QSM Associates	<b>W17</b> <b>The Agile PMP®: Teaching an Old Dog New Tricks</b> Michael Cottmeyer, VersionOne	<b>W18</b> <b>Architecture and Design: What Managers Need to Know</b> Jonathan Kohl, Kohl Concepts, Inc.	<b>W19</b> <b>A Software Quality Engineering Maturity Model</b> Greg Pope and Ellen Hill, Lawrence Livermore National Laboratory	<b>W20</b> <b>Mature Agile Teams: Sixteen Essential Patterns</b> Robert Galen, Independent Consultant	<b>W21</b> <b>Demystifying Virtual Lab Management</b> Ian Knox, Skytap
4:15	Networking Break in the EXPO (EXPO open 4:00 p.m. - 6:30 p.m.)						
4:30	<b>The Dirty Little Secret of Business</b> — Andy Kaufman, Institute for Leadership Excellence & Development, Inc.						
5:30	Reception in the EXPO, 5:30 p.m. - 6:30 p.m.						

## THURSDAY, JUNE 11

8:30	<b>Opening Remarks</b> — Lee Copeland, Program Chair						
8:35	<b>A Manager's Role in Agile Development: The Light Bulb Moment</b> — Michele Sliger, Sliger Consulting						
9:45	Networking Break in the EXPO (EXPO open 9:30 a.m. - 3:00 p.m.)						
	<b>Managing Projects and Teams</b>	<b>Agile Management</b>	<b>Development</b>	<b>Metrics</b>	<b>Testing &amp; QA</b>	<b>Personal Excellence</b>	<b>Special Topics</b>
10:15	<b>T1</b> <b>Introducing Change, Avoiding Dysfunction</b> Michael Mah, QSM Associates	<b>T2</b> <b>Becoming a Lean-Agile Enterprise</b> Alan Shalloway, Net Objectives	<b>T3</b> <b>The Many Styles of Pair Programming</b> Paul Julius, Willowbark Consulting	<b>T4</b> <b>Measurement Problems that Plague Us</b> Beth Layman, Layman & Layman	<b>T5</b> <b>Getting Started with Static Analysis</b> Paul Anderson, GrammaTech	<b>T6</b> <b>Learning to Learn: What You Didn't Learn in School and Why</b> Dan North, ThoughtWorks	<b>T7</b> <b>Managing Software Debt</b> Chris Sterling, SolutionsIQ
11:45	Lunch in the EXPO • Meet the Speakers						
12:45	<b>T8</b> <b>Successful Software Management: Seventeen Lessons Learned</b> Johanna Rothman, Rothman Consulting Group, Inc.	<b>T9</b> <b>Agile, Lean, and the Project Management Office</b> Jean Tabaka, Rally Software Development	<b>T10</b> <b>Successful Teams Are TDD Teams</b> Rob Myers, Agile Institute	<b>T11</b> <b>Creating a "Digital Cockpit" for Software Delivery</b> Nicole Bryan, Borland Software Corporation	<b>T12</b> <b>Integrating Security Testing into the QA Process</b> Mike Hrykewicz, Standard Insurance Company	<b>T13</b> <b>How Others See You: Seeking Personal Feedback</b> Esther Derby, Esther Derby Associates, Inc.	<b>T14</b> <b>Getting to WOW! Gathering User Feedback for Better Designs</b> Scott Plewes, Macadamian Technologies
2:30	Networking Break in the EXPO (EXPO open 9:30 a.m. - 3:00 p.m.)						
2:45	<b>T15</b> <b>A Solid Foundation for Quality Improvement</b> Jason Bryant, Schlumberger Information Solutions	<b>T16</b> <b>Assessing Agile Readiness</b> Ahmed Sidky, SolutionsIQ	<b>T17</b> <b>Creating Habitable Code</b> Jeffrey Fredrick, Independent Consultant and Paul Julius, Willowbark Consulting	<b>T18</b> <b>Lost in Translation: Communicating the Meaning Inside the Metrics</b> Terry Vogt, Booz Allen Hamilton	<b>T19</b> <b>Five Test Automation Fallacies that Will Make You Sick</b> Douglas Hoffman, Software Quality Methods, LLC	<b>T20</b> <b>Guiding Your Personal Life: "Plan-driven" or "Agile"</b> Linda Rising, Independent Consultant	<b>T21</b> <b>Software as a Service: What You Need to Know</b> Ibrahim El Far and Venkat Narayanan, Microsoft
4:30	Networking Break						
4:45	<b>What's More Important: Being Agile or Creating Value?</b> — Jonathan Kohl, Kohl Concepts, Inc.						
6:00	ASTQB Certified Tester Certification Exam						

## FRIDAY, JUNE 12



### Agile Leadership Summit

New for 2009! Add a fifth full-day to your conference event by attending the Agile Leadership Summit—Leading in Challenging Times: Agile Software Leadership Principles That Work. To help your organization succeed in these challenging times, learn from industry leaders who have embraced agile principles and have put them to work successfully in their organizations.

# MONDAY PRE-CONFERENCE TUTORIALS

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

## FULL DAY MA 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. Team-focused agile methods prove to be insufficient for many organizations when attempting to spread agile beyond a few pilot projects. Given the substantial adjustments required, where can you look for guidance in this transition? Alan Shalloway explains how lean-thinking can take agile beyond the team and into the enterprise. By examining the entire value stream, from concept to cash, Alan shares proven techniques to eliminate waste, shorten time to market, raise the quality of your product, and lower overall development costs. These lean principles help agile teams perform better and enable agility to spread more easily. Discover how these lean principles are the foundation of most agile methods.



Alan Shalloway is the founder and CEO of Net Objectives. With almost forty 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 as well as a trainer/coach. Alan is the primary author of *Design Patterns Explained: A New Perspective on Object-Oriented Design and Lean-Agile Software Development: Achieving Enterprise Agility*.

## FULL DAY MB Leading Change through Collaboration

Pollyanna Pixton, *Accelinnova*

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 of these 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 introduces the principles of collaboration and the tools you need to create collaborative cultures in your team and organization. Combining principles with practice, 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 the book *Stand Back and Deliver: Accelerating Business Transformation*. She co-founded the Agile Project Leadership Network (APLN) and has chaired several Agile Leadership Summits across the country. Contact Pollyanna at [ppixton@accelinnova.com](mailto:ppixton@accelinnova.com).

## FULL DAY MC Project Assessments: Knowing Where You Stand

Payson Hall, *Catalysis Group*

It has been compared to jumping onto a moving train—the project has left the station and now you must determine its health and assess where it has been, where it is, and where it is going. Whether you are a project manager, a sponsor evaluating the contents of your portfolio, an auditor, or a consultant just trying to help, you often must assess the situation quickly and identify and prioritize areas requiring further analysis. Payson Hall helps you build and reinforce your project assessment skills and provides helpful tasklists and checklists to support your assessment efforts. Take away an introduction to the project management principles that guide an assessment; a model to help establish a context for the review based upon project size, complexity, business risk, and the maturity level of the organization; and practical techniques to get up to speed quickly. Learn what work products to ask for to facilitate orientation and maximize review efficiency, gain an approach to critically review project work products, and obtain and work with checklists and questionnaires that facilitate quick orientation and identification of areas needing further analysis.



A systems engineer and project management consultant, Payson Hall is a founding member of Catalysis Group. Formally trained as a software engineer and computer scientist, Payson has performed and consulted on a variety of hardware and software systems integration projects in both the public and private sectors throughout North America and Europe during his twenty-five year professional career. He has been a featured speaker on topics of systems integration, project management, and risk management. Payson's rare combination of IT project management experience and communication skills have made him a valued member of many project review and project oversight teams.

## FULL DAY MD 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 ME Requirements Interactive: The Agile Way

Ken Pugh, *Net Objectives*

All projects, whether using agile or traditional approaches, need good requirements. In this interactive session, Ken Pugh explores requirements development by creating a set of agile-style requirements in real-time. Ken examines how customers and developers interact and communicate through progressive elaboration of user stories—rather than the big-bang, big-document approach—for developing requirements. Define a charter for a new project 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 they fulfill the characteristics of good stories. Explore user roles, personas, and narratives to determine the additional stories you need to ensure that requirements are complete. Practice estimating the business value of stories to help prioritize development plans. At the end of this tutorial, construct 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, testifies, and mentors from London to Sydney on agile processes and technology topics ranging from object-oriented design and test-driven development to Linux/Unix. He has written several programming books, including the Jolt Award winner, *Prefactoring*, and *Interface Oriented Design*. When not computing, Ken enjoys snowboarding, windsurfing, biking, and hiking the Appalachian Trail. Ken can be reached at [ken.pugh@netobjectives.com](mailto:ken.pugh@netobjectives.com).

"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

# MONDAY PRE-CONFERENCE TUTORIALS

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

## HALF DAY MF Project Risk Management: A Systematic Approach *New*

Jeffery Payne, Coveros, Inc.

Successfully delivering software projects continues to be a struggle for many organizations. Studies continue to show that nearly 25 percent 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. Jeffery Payne lays out the most common causes of software project failure and explains what you can do to identify and then to mitigate these risks as early as possible in the software lifecycle. Join Jeffery to examine the sometimes fatal risks associated with complex software projects—immature technologies, tool introduction, poor testing practices, ambiguous requirements artifacts, inadequate project staff, and failed project management. In a case study of a real-world project, practice risk identification and mitigation techniques and reinforce your new skills in group activities. Leave with a structured and proven framework for performing project risk analysis that ties risks to specific business consequences.



Jeffery Payne is CEO and founder of Coveros, Inc., where he has led the startup and growth of the company. Prior to Coveros, Jeffery was Chairman of the Board, CEO, and co-founder of Digital, Inc. Under his direction, Digital became a leader in software security and software quality solutions, helping clients mitigate the business risks associated with failed software. Jeffery is a recognized software expert and speaks to companies nationwide about the business risks of software failure. He has been a keynote and featured speaker at CIO and business technology conferences and frequently testifies before Congress on issues of national importance, including intellectual property rights, cyber-terrorism, and software quality.

## HALF DAY MG Just Enough Design: Modeling with Agility *New*

Ken Collier, KWC Technologies

Agilists criticize the “big up front design” (BUFD) nature of plan-driven development because uncertainty early in a project makes BUFD too costly and too risky. Unfortunately, some agile teams have adopted “no up front design,” leading to poor quality and high technical debt. Experienced agile developers know that what is needed is “sufficient up front design” (SUFU)—enough to galvanize the development team around a shared understanding of the problem domain, technical architecture, expected user experience, and data needs. Fortunately, agile development doesn’t require a whole new set of modeling techniques. Instead, it requires a new way of applying good modeling methods like UML and ER Modeling in an incremental, iterative, and evolutionary manner. Ken Collier introduces an agile software modeling process that strikes the right SUFU and just-in-time design balance to make your agile development project flow more smoothly. Join Ken to learn a blend of domain modeling, usability modeling, data modeling, and architectural design in the context of an agile project management framework. Learn to limit your technical debt, increase design quality, and deliver a better product.



Ken Collier, president of KWC Technologies, specializes in agile enablement and adoption, focusing on agile project management, technical software practices, and agile data warehousing. Ken is a member of Cutter Consortium’s Agile Development and Business Intelligence practices and is an author and senior consultant. With more than twenty years of experience in advanced computing, Ken is a practitioner, trainer, and coach for agile adopters. He has been a technical team leader and has taught numerous agile workshops. Ken holds an M.S. in Computer Science and a Ph.D. in Computer Science Engineering, specializing in software engineering, database theory, and machine learning.

## HALF DAY MH The Beginner’s Mind: Keeping Your Agile Adoption Fresh

David Hussman, DevJam, and Jean Tabaka, Rally Software Development

Join David Hussman and Jean Tabaka on a journey that guides you in how the best agile teams truly engage and adapt. Using interactive exercises to investigate the notion of “Beginner’s Mind” versus “Expert Mind,” David and Jean invite you to embrace an agile adoption approach that keeps your mind in the present, open to new ideas, and always curious. They “open their agile kimonos” by sharing experiences of teams that have successfully adopted Beginner’s Mind and teams that unfortunately embraced Expert Mind. David and Jean challenge you about your team’s decision styles, agile practices, and notions of best practices—any of which can inadvertently invite the damaging blinders of Expert Mind. They invite discussion within small groups about how Expert Mind practices actually impede agile maturity and keep teams from gelling. Finally, they invite you to create and share a set of Beginner’s Mind practices with other participants in a quiet reflection of how to stay fresh. Bring your experiences and curiosity—and expect to be surprised!



For many years, David Hussman has led software projects in a variety of domains—digital audio, digital biometrics, medical, government, legal, security, industrial, financial, retail, and education to name a few. David now spends his time coaching and leading agile project communities worldwide. David leads DevJam and is the author of *Cutting an Agile Groove* and contributor to several books including *Managing Agile Projects* and *Agile in the Large*. As mentors and practitioners, DevJam focuses on using agile to help people and companies improve their software production skills. DevJam ([www.devjam.com](http://www.devjam.com)) provides seasoned leaders that strive to pragmatically match technology, people, and processes to create better and cooler products.



An agile fellow with Rally Software Development, Jean Tabaka has more than twenty-five years of experience in IT. After studying DSDM in the late 1990s, she became an agile devotee, working with organizations worldwide to deliver more value faster through the adoption of agile principles and practices. Specializing in scaling agile practices, guiding leadership shifts, applying lean, and building continuous planning practices, Jean uses a collaborative approach in helping organizations adopt agile. A Certified ScrumMaster Trainer and a Certified Professional Facilitator, Jean is the author of *Collaboration Explained: Facilitation Skills for Software Project Leaders*. You can reach her at [jean.tabaka@rallydev.com](mailto:jean.tabaka@rallydev.com).

## HALF DAY MI Releasing Larger-scale Agile Projects

Robert Galen, Independent Consultant

Agile methods bring wonderful dynamics to software projects—focus on the team, quality-driven development, business value connected by customer engagement, and embracing change—that lead toward vastly improved project performance. However, most agile projects are developed within a wider enterprise or larger-scale context that may still be waterfall-bound. For the product to be released successfully, you must deal with many competing demands. Bob Galen shares his enterprise or “large-scale 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 cross-team visibility. Take away new tools and techniques to make agility work at scale and ensure that your agile products release successfully.



An agile methodologist, practitioner, and coach based in Cary, NC, Robert Galen helps guide companies and teams in their pragmatic adoption and organizational shift towards Scrum and other agile methods and practices. He is president and principal consultant for RGCG, LLC, 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*. He may be reached at [rbgalen.com](mailto:rbgalen.com) or at [www.rgalen.com](http://www.rgalen.com).

## HALF DAY MJ Writing Effective System Security Requirements *New*

Hugh Thompson, People Security

Security and privacy legislation, new standards, new risks, and new attacks are reshaping the software security landscape every day. Hugh Thompson focuses on syncing these rapidly evolving business needs with your software security requirements. Addressing privacy needs, compliance, disclosure requirements, and security design principles, Hugh shows you how to map critical security issues into software requirements statements and documents. He teaches you how to translate software security risk to business risk so that security policies for the software are brought in line with broader business security policies. Often, software requirements address only features, things that the system should do. For security, however, some of the most critical requirements are “limiting” or “constraining” requirements that specify what the system should not do. Learn how to craft these negative requirements and leave with a solid foundation in software security requirements. Gain an understanding of how to integrate security into applications from the beginning.



Hugh Thompson is chief security strategist at People Security ([www.peoplesecurity.com](http://www.peoplesecurity.com)) and a world-renowned expert in application security. He has co-authored four books on the topic, including *How to Break Software Security: Effective Techniques for Security Testing* (with James Whittaker) and *The Software Vulnerability Guide* (with Scott Chase). In 2006, *SC Magazine* named Hugh one of the “Top 5 Most Influential Thinkers in IT Security.” As chief security strategist at People Security, he heads the company’s security education program and also directs research projects for some of the world’s largest corporations. Hugh earned his Ph.D. in Applied Mathematics and is an adjunct professor of Computer Science at Columbia University.

## HALF DAY MK Open Source Develop and Test Tools Workshop *New*

Frank Cohen, PushToTest

Today’s software professionals are challenged to rapidly develop and test rapid rich Internet application (RIA)/AJAX, REST, Service Oriented Architecture (SOA), and Web applications even though schedules are short, budgets are tight, and much of the technology is new to the organization. Frank Cohen describes Open Source Test (OST) tools that are emerging as a more affordable and flexible option to the traditional commercial test tools. Learn how you can leverage an open source software platform to develop products using RIA/AJAX technologies within a service-oriented architecture framework. Discover how to use open-source testing tools—Selenium, soapUI, PushToTest, TestGen4Web, HTMLUnit, and more—for functional testing, load and performance testing, and business service level monitoring with more flexibility than traditional solutions provide.



Frank Cohen is the leading authority on testing and optimizing software developed with Web, SOA, AJAX, and REST designs and implementations. Founder and CEO of PushToTest, Frank is the inventor of TestMaker, the open-source test automation tool. He is the author of several books on optimizing information systems and is an experienced instructor in areas relating to testing Web applications, SOA, REST, and AJAX. Frank has been a featured speaker at many conferences and has been a guest of SYS-CON.TV.

# MONDAY PRE-CONFERENCE TUTORIALS

MONDAY, JUNE 8, 1:00-4:30 (AFTERNOON HALF-DAY)

## HALF DAY ML Quality Assurance: Moving Your QA Organization Beyond Testing *New* *Jeffery Payne, Coveros, Inc.*

To describe their testing activities, many organizations use the terms "quality assurance" and "software testing" interchangeably. As important as testing is, true quality assurance is much more than testing. Quality assurance encompasses a planned set of tasks, activities, and actions used to provide management with information about the quality of software so that appropriate business decisions can be made. Jeffery Payne discusses the differences between software testing and quality assurance and examines the typical activities performed during a true quality assurance program. Learn about evaluating your software processes, validating software artifacts (such as requirements, designs, etc.), presenting a quality case to management, and how to get started implementing a true quality assurance program. One step at a time, you can take incremental steps to broaden your role to include QA functions. Improve the overall quality of your software products by expanding the scope of your testing to include preventive testing and QA.



**Jeffery Payne** is CEO and founder of Coveros, Inc., where he has led the startup and growth of the company. Prior to Coveros, Jeffery was Chairman of the Board, CEO, and co-founder of Digital, Inc. Under his direction, Digital became a leader in software security and software quality solutions, helping clients mitigate the business risks associated with failed software. Jeffery is a recognized software expert and speaks to companies nationwide about the business risks of software failure. He has been a keynote and featured speaker at CIO and business technology conferences and frequently testifies before Congress on issues of national importance, including intellectual property rights, cyber-terrorism, and software quality.

## HALF DAY MM 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 upstream destabilizing dependencies. Julie Gardiner describes common problems in test estimation, explains 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 often are 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 managers improve their estimation practices.



With nearly twenty years of experience in the IT industry, **Julie Gardiner** has spent time as an analyst programmer, Oracle DBA, and project manager. She has firsthand 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 MN Building a Better Backlog with User Story Mapping *Jeff Patton, Independent Consultant*

A backlog of user stories is emerging as the most common and useful way to identify and manage scope in an agile project. Yet, it remains one of the most difficult and poorly understood practices in agile development. Jeff Patton goes beyond the simple explanation of user stories to the more detailed practice of building up a backlog from scratch, planning releases, and tactically grooming the backlog as development progresses. Learn to drive story writing from business and user goals and to place user stories into a simple map that shows the place of stories in the context of your entire system. Discover practices to stop your backlog from growing to an unmanageable size, and learn how to sensibly split stories for the next sprint just in time. Leave with a deeper understanding of user stories and the product backlog.



For the past twelve years, **Jeff Patton** has designed and developed software on a wide variety of projects from online 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 has specialized 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) and Alistair Cockburn's Crystal Clear. Jeff's forthcoming book gives tactical advice to those seeking to deliver useful, usable, and valuable software.

## HALF DAY MO Using Metrics in Agile Environments *Michael Mah and Anny Randel, QSM Associates, Inc.*

How do you compare the productivity and quality you achieve with agile practices with that of traditional, more waterfall projects? Join Michael Mah and Anny Randel to learn about both agile and waterfall metrics and how these metrics behave in real projects. Learn how to use your own data to move from guesses on a whiteboard to realistic agile project trends on productivity, time-to-market, and defect rates. Using recent, real-world case studies, Michael and Anny offer an inside look at agile measurements, showing you these metrics in action. In hands-on exercises, you will learn how to replicate these techniques to make your own comparisons for time, cost, and quality. Working in pairs, calculate productivity metrics using the templates Michael employs in his consulting practice. You can leverage these new metrics 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.

**LAPTOP REQUIRED** To take full advantage of this session, participants are required to 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. He 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).



**Anny Randel** is a software engineering and process improvement specialist at QSM Associates, Inc. For the past five years, Anny has worked in a variety of roles, including process development, documentation, training, deployment, and transition leadership. Specifically, Anny has helped companies in the areas of project estimation, control and forecasting. Previously, Anny spent twenty-two years in software development at Hewlett-Packard, including the leadership of the World-Class Software Engineering Initiative. As a manager in one of HP's software research and development labs, Anny led efforts in product design, development, and delivery including the use of spiral development and agile methods. Anny also managed all the US based software test teams for one of HP's largest software divisions. You can reach her at [Anny.Randel@qsma.com](mailto:Anny.Randel@qsma.com).

## HALF DAY MP Software Endgames: Learn to Finish What You Start *Robert Galen, Independent Consultant*

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; winnow down change via several code freeze models; and finally, define core metrics for guiding your project toward release. Software endgames also are 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.



An agile methodologist, practitioner, and coach based in Cary, NC, **Bob Galen** helps guide companies and teams in their pragmatic adoption and organizational shift towards Scrum and other agile methods and practices. He is president and principal consultant for RGCG, LLC, 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*. He can be reached at [bob@rgalen.com](mailto:bob@rgalen.com) or at [www.rgalen.com](http://www.rgalen.com).



# MONDAY PRE-CONFERENCE TUTORIALS

MONDAY, JUNE 8, 1:00-4:30 (AFTERNOON HALF-DAY)

HALF  
DAY

MQ

## Secure Software Design: 25 Key Principles *New*

Hugh Thompson, *People Security*

Simple security measures are insufficient for today's mission- and business-critical software applications. You need to design and develop software with security elements built-in up front. Hugh Thompson arms software architects, designers, and engineers with the design concepts they need to bake security into their software processes and products from day one. Taking you on an example-rich tour through these concepts, Hugh presents his twenty-five principles for designing applications securely, including: least privilege, compartmentalization, designing for compliance, creating secure error handling routines, and many, many more. Using dozens of examples taken from commercial software products, Hugh vividly demonstrates the consequences of failure when these design principles are not applied. Then, he looks at how to apply each principle and how its proper application could eliminate or reduce the impact of vulnerabilities. Hugh touches on the steps to evaluate third-party components for security before making them part of your product. Leave with a basic understanding of key secure software design principles and be ready to apply them in your development projects.



**Hugh Thompson** is chief security strategist at People Security ([www.peoplesecurity.com](http://www.peoplesecurity.com)) and a world-renowned expert in application security. He has co-authored four books on the topic, including *How to Break Software Security: Effective Techniques for Security Testing* (with James Whittaker) and *The Software Vulnerability Guide* (with Scott Chase). In 2006, *SC Magazine* named Hugh one of the "Top 5 Most Influential Thinkers in IT Security." As chief security strategist at People Security, he heads the company's security education program and also directs research projects for some of the world's largest corporations. Hugh earned his Ph.D. in Applied Mathematics and is an adjunct professor of Computer Science at Columbia University.

HALF  
DAY

MR

## Adrenaline Junkies and Template Zombies: Patterns in Project Behavior *New*

Tim Lister, *Atlantic Systems Guild*

Tim Lister and five of his partners at the Atlantic Systems Guild have compiled project patterns they've observed in their combined 150 years of project consulting and summarized them in a new book, *Adrenaline Junkies and Template Zombies*. Tim has come to believe that project patterns are far stronger and more important than "best practices" will ever be. What are project patterns? They are the habits, decision-making practices, and unstated rules of corporate culture that dominate business life. The key to using project patterns is to identify your organization's current patterns. If they are positive patterns, how can you replicate them across all projects? If they are negative, how can you break the habits? Tim gets you started by describing common patterns he's observed at the individual, project, and organizational levels. Then, you'll break up into groups and discuss patterns you see in your organization and how you might nurture them or squelch them. Finally, you'll put them all together as a final take-away and go back armed with realistic goals and objectives for improvement in your organization.



A software consultant at the Atlantic Systems Guild, based in New York City, **Tim Lister** divides his time between consulting, teaching, and writing. Tim is a co-author with his Guild partners of *Adrenaline Junkies and Template Zombies: Understanding Patterns of Project Behavior*. He is co-author with Tom DeMarco of *Waltzing With Bears: Managing Risk on Software Projects*, the Jolt Award winner as General Computing Book of the Year for 2003-2004, and *Peopleware: Productive Projects and Teams*, now available in fourteen languages. Tim is currently a member of the Cutter IT Trends Council, the IEEE, and the ACM. He is in his twenty-third year as a panelist for the American Arbitration Association, arbitrating disputes involving software and software services.

## Cut Dev Costs...Without Cutting Heads.

It's tough to look at your team and decide who should stay and who should go.



Scaling Software Agility

Rally's customers are proven to be 50% faster to market and 25% more productive, so you can avoid cutting heads. Plus Rally is the only Application Lifecycle Management provider to ensure your Agile success with a money-back guarantee.

**Learn more about our Guaranteed Success Program at [www.rallydev.com](http://www.rallydev.com)**

© 2009 Rally Software Development Corp

# TUESDAY PRE-CONFERENCE TUTORIALS

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

## **FULL DAY TA** Collaboration Explained: Facilitation Skills for Project Leaders

Jean Tabaka, Rally Software Development

Join Jean Tabaka for an exploration of collaboration and facilitation for project managers. In this exercise-packed session, learn an approach for more effective decision-making. Jean leads you in evaluating and contrasting collaborative versus command-and-control leadership styles. See and experience collaborative decision-making and the vital facilitation techniques to plan for and run highly productive meetings and group interactions. Practice collaborative planning sessions, daily interactions, and review meetings. Working in small teams, each participant facilitates at least one of the class exercises. More than learning to plan collaborative meetings, you will practice helping teams gather insights and make decisions—without taking over the decisions yourself! Be prepared to think on your feet, be challenged, and grow your personal collaboration and facilitation skills.



An agile fellow with Rally Software Development, **Jean Tabaka** has more than twenty-five years of experience in IT. After studying DSDM in the late 1990s, she became an agile devotee, working with organizations worldwide to deliver more value faster through the adoption of agile principles and practices. Specializing in scaling agile practices, guiding leadership shifts, applying lean, and building continuous planning practices, Jean uses a collaborative approach in helping organizations adopt agile. A Certified ScrumMaster Trainer and a Certified Professional Facilitator, Jean is the author of *Collaboration Explained: Facilitation Skills for Software Project Leaders*. You can reach her at [jean.tabaka@rallydev.com](mailto:jean.tabaka@rallydev.com).

## **FULL DAY TB** Managing Imposed Deadlines: Risk Management in the Real World

Michael Mah and Anny Randel, QSM Associates, Inc.

Schedules and deadlines all too often are dictated to software development teams. When this happens, what can a manager do? Michael Mah and Anny Randel address estimation and risk management—the key issues in deadline-driven projects. Employing industry data from more than 7,000 completed projects worldwide, Michael and Anny describe 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 and Anny illustrate 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.

**LAPTOP REQUIRED** To take full advantage of this session, participants are required to 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. He 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).



**Anny Randel** is a software engineering and process improvement specialist at QSM Associates, Inc. For the past five years, Anny has worked in a variety of roles, including process development, documentation, training, deployment, and transition leadership. Specifically, Anny has helped companies in the areas of project estimation, control and forecasting. Previously, Anny spent twenty-two years in software development at Hewlett-Packard, including the leadership of the World-Class Software Engineering Initiative. As a manager in one of HP's software research and development labs, Anny led efforts in product design, development, and delivery including the use of spiral development and agile methods. Anny also managed all the US based software test teams for one of HP's largest software divisions. You can reach her at [Anny.Randel@qsma.com](mailto:Anny.Randel@qsma.com).

## **FULL DAY TC** 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 cost 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.

## **FULL DAY TD** 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 newfound practices.



With a Ph.D. in the field of object-based design metrics, **Linda Rising's** background 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 TE** Advanced Agile Project Management: Organizational Integration *New*

Jim Highsmith, Information Architects, Inc

Agile project management and development practices have expanded into organizations worldwide at an astonishing rate. Some companies have gone beyond thinking of agile as a software development method to viewing agility as an organizational imperative. Jim Highsmith explores topics that will help your organization—whether at the team, department, or enterprise level—think of agile in this new and vital way. Effective agile integration focuses on six key areas in which agile concepts and practices must be integrated into the enterprise—organization, process, culture, governance, alignment, and performance. Learn how to create a path for your organization that enhances its ability to deliver successful agile projects. Discover powerful ways to help your organization fully embrace the agile ethic. Learn how to overcome issues like project governance, performance measurement, release planning, and scaling up and out that can prevent you from becoming a successful agile organization. Through interactive discussions and Q&A sessions, you'll have the opportunity to learn from others and share your knowledge and experiences with agile projects and practices.



The president of Information Architects, Inc., and director of the Cutter Consortium's agile consulting practice, **Jim Highsmith** has more than thirty years of experience as an IT manager, product manager, project manager, consultant, and software developer. He is the author of *Agile Project Management: Creating Innovative Products, Agile Software Development Ecosystems, and Adaptive Software Development: A Collaborative Approach to Managing Complex Systems*, winner of the prestigious Jolt Award. Jim is co-author of the *Agile Manifesto*, founding member of The Agile Alliance, co-author of the Declaration of Interdependence for project leaders, and co-founder and first president of the Agile Project Leadership Network. Jim has consulted with IT and product development organizations and software companies on five continents.

## **FULL DAY TF** Practical Software Measurement: Objective Information for Decision Makers *New*

Beth Layman, Layman & Layman

Today's fast-paced business environment requires just-in-time decisions based on the best information available. What development initiatives should we fund? Are we getting value from our software projects and investments? Are we getting better over time? Business managers and 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 a software measurement program that can improve your decision-making. Through real-world case studies, she explores the role of measurement at all levels of the enterprise and how history, culture, and maturity influence the right measurement footprint for an organization. Beth 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 ways to use the results most beneficially. Take away a practical approach for measuring what is important to your organization, and 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, 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*.

# TUESDAY PRE-CONFERENCE TUTORIALS

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

## HALF DAY TG Discovering the Agile Project Manager Inside You

Johanna Rothman, Rothman Consulting Group, Inc.

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, you may be puzzled by how to use empirical data to know the project's progress. If you are used to assigning the work, you may struggle with 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 has helped engineering organizations, IT organizations, and startups hire technical people, manage projects, and release successful products faster. Johanna is the author of the Jolt

Productivity Award winner *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 co-author with Esther Derby of the pragmatic *Behind Closed Doors: Secrets of Great Management*. Johanna is a host of the Amplifying Your Effectiveness (AYE) conference.

## HALF DAY TH Fostering Trust in Teams: A Leadership Practicum

Pollyanna Pixton, Accelinnova

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



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 the book *Stand Back and Deliver: Accelerating Business Transformation*. She co-founded the Agile Project Leadership Network (APLN) and has chaired several Agile Leadership Summits across the country. Contact Pollyanna at [ppixton@accelinnova.com](mailto:ppixton@accelinnova.com).

## HALF DAY TI Pragmatic Personas: Connecting Business and Development *New*

David Hussman, DevJam

While the user-centered design community uses "personas" to discover product value, this powerful tool is largely unknown to many development teams and developers. In fact, if they have even heard of personas, developers often view them as meaningless "marketecture." Not so! The development team can use personas with techniques such as story test-driven development to connect with the business and users in a more pragmatic and concrete way. David Hussman introduces you to pragmatic personas that offer value in the daily work of coding, testing, and delivering software. Fast and easy to create, personas help you bring user stories to life and put acceptance tests into a business context. You'll practice creating and using personas for a sample product to guide your story writing and as you learn about story test-driven development. Then, you'll break into small groups to discuss how to use these tools for your products. Take back examples of how persona experiences can help your development team create executable definitions of the business value.



For many years, David Hussman has led software projects in a variety of domains—digital audio, digital biometrics, medical, government, legal, security, industrial, financial, retail, and education to name a few. David now spends his time coaching and leading agile project communities worldwide. David leads DevJam and is the author of *Cutting an Agile Groove* and contributor to several books including *Managing Agile Projects and Agile in the Large*. As mentors and practitioners, DevJam focuses on using agile to help people and companies improve their software production skills. DevJam ([www.devjam.com](http://www.devjam.com)) provides seasoned leaders that strive to pragmatically match technology, people, and processes to create better and cooler products.

## HALF DAY TJ 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. Michele Sliger helps you build a toolkit full of 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 must have better communication. Join Michele for this interactive session, where you'll have an 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 but 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 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 with 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](mailto:michele@sligerconsulting.com).

## HALF DAY TK 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. Through interactive exercises, gain practical advice 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 nearly twenty 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 TL Becoming Agile at Project and Enterprise Levels *New*

Ahmed Sidky, SolutionsIQ

Have you wondered how you can become agile despite all the constraints surrounding your team? Ahmed Sidky introduces you to a pragmatic approach to agile adoption that will enable your team to start realizing the benefits of being agile—tomorrow—without completely discarding your current process. Ahmed presents key concepts related to agile adoption, including how to adopt agile values instead of just agile practices, evaluate your agile readiness, avoid common agile adoption pitfalls, and adjust your organizational structure. Then he goes beyond project-level adoption to illustrate how to "cross the chasm" to enterprise-wide agile adoption using a value-based agile roadmap that consists of five levels—Collaborative, Evolutionary, Integrated, Adaptive, and Encompassing. Ahmed describes the agile concepts and practices you will need to adopt to realize the values at each level. Don't miss out on an exciting hands-on simulation of an agile adoption engagement that may just give you a new perspective on many of the challenges that occur during adoption initiatives.



With a Ph.D. in value-based process frameworks for effective agile adoption, Ahmed Sidky has many years of experience in software development. Ahmed's work has gained popularity and respect in the agile community as a pragmatic approach for organizations of all sizes attempting to adopt agile. Ahmed is frequently referred to as Dr. Agile because of his free online agile readiness assessment tool, Doctor Agile ([www.doctoragile.com](http://www.doctoragile.com)). He is a frequent speaker at national and international agile conferences and co-author of *Becoming Agile*. Ahmed helps guide small and large organizations during their transitions to agile software development and enjoys coaching and educating agile teams around the world.

# TUESDAY PRE-CONFERENCE TUTORIALS

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

HALF DAY TM

### Behavior-driven Development: Writing Software That Matters

Dan North, ThoughtWorks

Behavior-driven development (BDD) is a new approach in the evolution of agile software delivery. With its roots in test-driven development, domain-driven design, and automated acceptance testing, BDD focuses on the ways an application is expected to work—its behavior. By constantly reflecting on the varied points of view of different stakeholders, BDD helps ensure that product owners and the development team are in-sync on what is really needed and what to work on next. In this highly interactive session, Dan North introduces the principles behind BDD and describes how it works in practice. He provides an overview of the methodology of BDD—understanding your domain and who your stakeholders are, identifying and exploring requirements, automating acceptance criteria, and delivering working and tested software. Dan then looks at the nature of change and describes how to implement BDD in different contexts, including applying it to an in-flight project, managing distributed or large-scale development, and working with legacy systems. Dan encourages both experienced and novice agile managers and practitioners to join this session and bring with them their current challenges—and war stories.



Dan North has been working with software for twenty years, starting with playing Star Wars at a games company in the late 1980s. After graduating, he did real work, programming C on UNIX. Dan has worked in digital imaging, investment banking, ISPs, telcos, and car leasing. His sense of timing is demonstrated by his writing billing software for WorldCom in the late 1990s, consulting on sub-prime mortgage systems, and writing a trading platform for collateralized debt obligations (the product of choice for the credit meltdown). Since 2002, Dan has been a consultant with ThoughtWorks (<http://thoughtworks.com>) where he advocates simple, pragmatic common sense. He likes to talk about SOA, lean software development, NLP, and behavior-driven development (BDD). Dan occasionally blogs at <http://dannorth.net>.

HALF DAY TN

### Agile Retrospectives

Esther Derby, Esther Derby Associates, Inc.

Agile development teams learn and improve by constant feedback and adaptation. High performing teams adapt not only their code and tests but also their methods and interactions. Through regular retrospectives, teams become skilled at acquiring and using their collective wisdom, accessing best practice thinking, avoiding faulty decisions or reinvented wheels, and increasing opportunities for successful innovations. Retrospectives require adept design and skillful facilitation for teams to reap these benefits. This interactive session offers an experiential understanding of retrospectives from the participant's and a facilitator's point of view. Practice designing an iteration retrospective. Take away an overview of retrospectives for agile projects, retrospective simulation, and the five phases of an effective retrospective. Join Esther Derby to practice your new knowledge with retrospective exercises and activities.



Esther Derby works on the individual, team, and organizational level to improve results. She helps managers increase their effectiveness in understanding and managing complex systems—like software development organizations and software development projects. Esther has been a programmer, systems manager, project manager, and internal consultant. She currently runs her own consulting firm, Esther Derby Associates, Inc. She's recognized as one of the leaders in the human-side of software development, including management, organizational change, collaboration, building teams and retrospectives. Esther has an MA in Organizational Leadership, is co-author of *Behind Closed Doors: Secrets of Great Management* and *Agile Retrospectives: Making Good Teams Great*, and is the author of more than one hundred articles. She is a founder of the AYE Conference and a board member of the Agile Alliance.

HALF DAY TO

### Leading Successful Projects in Volatile 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 to 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, and collaborative communication. From there, you need to know 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 the book *Stand Back and Deliver: Accelerating Business Transformation*. She co-founded the Agile Project Leadership Network (APLN) and has chaired several Agile Leadership Summits across the country. Contact Pollyanna at [ppixton@accelinnova.com](mailto:ppixton@accelinnova.com).

HALF DAY TP

### Agile Estimation and Planning New

Kenny Rubin, Innolution

For many, an important attraction of plan-driven software development is the (illusion of) control provided by big up-front planning. Detailed plans give managers and developers the misguided belief that it is possible at the project's onset to successfully define the features, delivery date, budget, and quality. For many, this approach has never provided the expected benefits of accurate budgeting and a detailed roadmap to high-value software. Such plans often gather dust on the shelf or become the basis for contention between management and the development team. Join Kenny Rubin to discover how agile estimating and planning are different and can actually work as expected. Learn about the multiple levels of planning that occur on agile projects and how the planning and estimating effort is performed in a "just-in-time" manner throughout a project. Leave with experience in agile planning as you try new approaches to estimating including story points and ideal time. Practice estimating with the popular Planning Poker technique and explore other approaches that can dramatically increase your project's chances of on-time completion.



Kenny Rubin provides agile and Scrum-related training and coaching. He has been successful as a developer, product owner, and ScrumMaster on numerous agile and Scrum development projects. He has held numerous executive management roles, including CEO, COO, VP of engineering, VP of product management and VP of professional services. A Certified Scrum Trainer, Kenny has trained more than 12,000 people on Agile/Scrum, Smalltalk development, managing object-oriented projects, and transition management. He has coached more than 200 companies ranging from start-ups to Fortune 10. Kenny is the former Managing Director of the Scrum Alliance, a 40,000 member organization focused on the world-wide adoption of Scrum.

HALF DAY TQ

### Using Visual Models for Test Case Design

Robert Sabourin, AmiBug.com

Designing test cases is a fundamental skill that all testers should master. Rob Sabourin shares graphical techniques he has employed to design powerful test cases that will surface important bugs quickly. These skills can be used in exploratory, agile, or engineered contexts—anytime you are having problems designing a test. Rob illustrates how you can use Mindmaps to visualize test designs and better understand variables being tested, one-at-a-time and in complex combinations with other variables. He presents the Application-Input-Memory (AIM) heuristic through a series of interactive exercises. We'll use a widely available free, open-source tool called FreeMind to help implement great test cases and focus our testing on what matters to isolate critical bugs quickly. If you are new to testing, these techniques will remove some of the mystery of good test case design. If you're a veteran tester, these techniques will sharpen your skills and give you some new test design approaches.



Rob Sabourin has more than twenty-five years of management experience, leading teams of software development professionals. A well-respected member of the software engineering community, Rob has managed, trained, mentored, and coached hundreds of top professionals in the field. He frequently speaks at conferences and writes on software engineering, SQA, testing, management, and internationalization. The author of *I Am a Bug!*, the popular software testing children's book, Rob is an adjunct professor of Software Engineering at McGill University.

LAPTOP REQUIRED

Participants are required to bring a laptop computer to this session.

HALF DAY TR

### User-centered Design for Better Human Interfaces New

Jeff Patton, Independent Consultant

You've identified what your system should do as a set of use cases or agile user stories. Now, the developers have questions about the look and feel of the user interface. How can you quickly, predictably, and with confidence move from a high level understanding of what a system should do to a useful user interface design? Jeff Patton introduces a practical approach for translating user goals and tasks into user interface designs that users will love. 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 online 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 has specialized 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) and Alistair Cockburn's Crystal Clear. Jeff's forthcoming book gives tactical advice to those seeking to deliver useful, usable, and valuable software.



# CONFERENCE SPEAKERS



Program Chair  
**Lee Copeland**  
Software Quality Engineering

**K** Keynote Speaker

**T** Tutorial Speaker

**C** Class Speaker

**S** Summit Speaker



**T C**  
**Ahmed Sidky**  
SolutionsIQ



**C**  
**Douglas Hoffman**  
Software Quality Methods, LLC



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



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



**C**  
**Noopur Davis**  
Davis Systems



**C**  
**Rob Myers**  
Agile Institute



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



**C**  
**Ellen Hill**  
Lawrence Livermore National Laboratory



**T C**  
**Jeffery Payne**  
Coveros, Inc.



**T**  
**Kenny Rubin**  
Innovation



**C**  
**Paul Anderson**  
GammaTech



**T C**  
**Rob Sabourin**  
AmiBug.com



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



**T C**  
**Esther Derby**  
Esther Derby Associates, Inc.



**C**  
**Jeffrey Fredrick**  
Independent Consultant



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



**C**  
**Paul Julius**  
Willowbark Consulting



**T C**  
**Robert Galen**  
Independent Consultant



**T**  
**Anny Randel**  
QSM Associates, Inc.



**T**  
**Frank Cohen**  
PushToTest



**T**  
**Jim Highsmith**  
Information Architects, Inc.



**S**  
**Melanie Bristol**  
Quest Diagnostics, Inc.



**C**  
**Paul Robinson, Jr.**  
The College Board



**C**  
**Scott Plewes**  
Macadamian Technologies



**T C**  
**Beth Layman**  
Layman & Layman



**C**  
**Gregory Pope**  
Lawrence Livermore National Laboratory



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



**C**  
**Michael Cottmeyer**  
VersionOne



**T C**  
**Payson Hall**  
Catalysis Group



**S**  
**Steve Greene**  
Salesforce.com



**C**  
**Chris Sterling**  
SolutionsIQ



**T**  
**Hugh Thompson**  
People Security



**C**  
**John Terzakis**  
Intel



**T C**  
**Michael Mah**  
QSM Associates, Inc.



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



**S**  
**Sue McKinney**  
IBM



**T C**  
**Dan North**  
ThoughtWorks



**C**  
**Ian Knox**  
Skytap



**K C**  
**Jonathan Kohl**  
Kohl Concepts, Inc.



**K T**  
**Michele Sliger**  
Sliger Consulting, Inc.



**C**  
**Rachel Weston**  
Rally Software Development



**C**  
**Terry Vogt**  
Booz Allen Hamilton



**T C**  
**David Hussman**  
DevJam



**C**  
**Ibrahim El Far**  
Microsoft



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



**C**  
**Mike Hrykewicz**  
Standard Insurance Company



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



**C**  
**Thomas C. Staab**  
Wind Ridge International



**C**  
**Dawn Haynes**  
PerfTest Plus, Inc.



**C**  
**Jason Bryant**  
Schlumberger Information Solutions



**T**  
**Ken Collier**  
KWC Technologies



**C**  
**Nicole Bryan**  
Borland Software Corporation



**C**  
**Richard Leavitt**  
Rally Software Development



**K T**  
**Tim Lister**  
Atlantic Systems Guild



**C**  
**Donald Mark Haynes**  
Synova



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



**C**  
**Ken Katz**  
DST Output



**S**  
**Niel Nicolaisen**  
Headwaters, Inc.



**C**  
**Rick Hefner**  
Northrop Grumman Corporation



**C**  
**Venkat Narayanan**  
Microsoft

# KEYNOTES

WEDNESDAY, JUNE 10, 8:45 a.m.

## Some Not-So-Crazy Ways to Do More with Less

*Tim Lister, Atlantic Systems Guild*

When the world goes sideways, most people freeze, waiting for some clear signal of what to do. That's a really bad idea! Tim Lister suggests that within today's craziness are great opportunities to make big changes in everything—how you are organized, what you work on, how you set priorities, the whole shebang. Now is the best time to change the less than wonderful part of your organization's culture. For instance, everyone has heard of Faster, Cheaper, Better. How about Slower, Cheaper, Better? Go on a project diet and limit the number of projects that can run concurrently; no new project can start until one actually finishes. And how about assigning an experienced developer to review the specification as it is being written? Many organizations have a sign-off when the specification is done. By then, it is way too late. Also, it's time for every team to have its own personal assistant. The assistant takes care of the work that anybody could do and works two to three hours a day. The assistant goes to high school the rest of the time. Crazy ideas? Perhaps, but these are crazy times. Make them work for you. Now is the time for changes that just might stick.



**Tim Lister**

Tim Lister is a software consultant at the Atlantic Systems Guild, Inc., based in New York City. He divides his time between consulting, teaching, and writing. Tim is a co-author with his Guild partners of *Adrenaline Junkies and Template Zombies: Understanding Patterns of Project Behavior*. He is also co-author with Tom DeMarco of *Waltzing With Bears: Managing Risk on Software Projects* that won the Jolt Award as General Computing Book of the Year for 2003-2004. Tim and Tom are also co-authors of *Peopeware: Productive Projects and Teams*, now available in fourteen languages. Tim is currently a member of the Cutter IT Trends Council, the IEEE, and the ACM. He is in his twenty-third year as a panelist for the American Arbitration Association, arbitrating disputes involving software and software services.

WEDNESDAY, JUNE 10, 4:30 p.m.

## The Dirty Little Secret of Business

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

Regardless of your role in the software lifecycle, there are challenges and roadblocks that stand in your way. How can you deal with difficult people who are obstacles to your ability to deliver? How can you influence someone to act on your priorities even when you don't have the organizational authority? How can you find time to network when you're overwhelmed with day-to-day work? Andy Kaufman shares "The Dirty Little Secret of Business." You won't learn this secret in school, yet it is critical to your success. The secret is simple—it's all about relationships. Andy describes the key relationships you must develop to advance your projects and career. Discover how understanding different personality types will improve your ability to build rapport, influence people, and control situations. Learn what networking is—and isn't—and how to increase the effectiveness of your networks with less effort. Particularly in today's challenging economy when you are being asked to deliver more—and perhaps are even worried about your job—it's critical that you invest in the power of relationships.



**Andy Kaufman**

Andy Kaufman works with people around the world who are struggling with how to deliver projects and lead teams. He helps professionals get focused, take action, and deliver results. His keynotes, workshops, and executive coaching services have reached tens of thousands of people from hundreds of companies, helping them deliver their projects, become more confident leaders, and achieve the results they desire while maintaining a balanced life. Andy is the author of three books, including *Navigating the Winds of Change: Staying on Course in Business & in Life*, *Shining the Light on The Secret*, and an e-book entitled *How to Organize Your Inbox & Get Rid of E-Mail Clutter*. He is a certified Project Management Professional (PMP®) and host of The People and Projects Podcast. You can learn more about Andy at [www.i-leadonline.com](http://www.i-leadonline.com).



THURSDAY, JUNE 11, 8:35 a.m.

## A Manager's Role in Agile Development: The Light Bulb Moment

*Michele Sliger, Sliger Consulting*

Many managers have a large part of their personal identities wrapped up in their jobs and company responsibilities. We define who we are by what we do for a living. In agile development, the manager's job is very different from what most have learned and practiced. Managers struggle with what precisely their responsibilities are—and what to do each day. Some try a simple replacement strategy—shift from Gantt charts to burndown charts, from weekly status meetings to daily stand-ups, and from project post-mortems to iteration retrospectives. Because agile teams are supposed to be self-organizing, many of the “classic” management tasks are no longer important or even appropriate. Michele Sliger shares stories about how agile adoption has affected people like you and how it has changed individuals—their perceptions of agile, their leadership styles, and even their personal lives. Learn about the transformations of managers who clearly recall their “light bulb moment,” the moment when they realized what their new identities would be in the agile development world.



*Michele Sliger*

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 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 with 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](mailto:michele@sligerconsulting.com).

THURSDAY, JUNE 11, 4:45 p.m.

## What's More Important: Being Agile or Creating Value?

*Jonathan Kohl, Kohl Concepts, Inc.*

Agile processes and tools have become very popular over the past few years. They promise success where many organizations have had failures. Concerned over struggles to “be agile” and worried that they are not doing everything that every agile consultant says they must, some organizations are worrying whether their projects are really agile or not. Is worrying about whether or not we are really agile the point? Are we, in our rush to be “agile,” losing sight of what's really important? Shouldn't our question be, “Are we creating software our customers value?” Jonathan Kohl focuses on understanding why we are developing software, for whom, and what our end users and team members value. It's easy to get caught up with the newest trends and tools and measure our success based on their adoption, while forgetting about the basics. Jonathan helps you determine whether your tools and processes are helping you create value or if they are distracting you. Furthermore, if your processes and tools are helping you deliver software that your customers value, does it matter how “agile” you are?



*Jonathan Kohl*

Based in Calgary, Alberta, Canada, Jonathan Kohl is the founder and principal software consultant of Kohl Concepts, Inc. A noted software testing thinker and strategist, Jonathan is a natural investigator on software projects. In addition to assisting teams with testing, Jonathan helps companies define and implement their product vision, coaches practitioners as they develop software on teams, and works with leaders helping them define and implement their strategic vision. Jonathan is also a popular author and speaker. His blog on software development and testing issues is one of the most well-read testing blogs in the industry. Jonathan is a regular contributor to *Better Software* magazine. Contact Jonathan at [www.kohl.ca](http://www.kohl.ca).



### CONFERENCE BONUS! One-Year Digital Subscription to *Better Software* magazine!

Better Software Conference & EXPO attendees receive a one-year digital subscription (seven issues) to *Better Software* magazine—the only magazine delivering relevant, timely information so you can tackle the challenges of building better quality software, regardless of your role in the software development lifecycle. [www.BetterSoftware.com](http://www.BetterSoftware.com)

*If you are a current subscriber, your subscription will be extended for an additional seven digital issues.*

# CONCURRENT CLASSES

WEDNESDAY, JUNE 10, 10:00

## W1 MANAGING PROJECTS AND TEAMS

### Weathering the Storm: Navigating Through Resource Constrained Waters

*Payson Hall, Catalysis Group*

An economic storm is upon us, with rough waters, dark skies, and hard choices on the horizon. Have you taken action to prepare your projects for challenges when “business as usual” seems a likely recipe for disaster? Payson Hall identifies proactive steps for software project managers and sponsoring executives to prepare their projects and portfolios for increasingly resource constrained times. Learn what status information a project manager should have immediately available, what criteria portfolio managers can use to pare down their fleet of projects, how they can work together to prepare for further turbulence, and what you can do to sustain the productivity of your crew. Find out how risk profiles are likely to change, what new risks may emerge, and what you can do to stay afloat through it all. Payson reviews often overlooked opportunities to use adversity to focus on business decisions that streamline project operations, deliver value, and strengthen your organization to ride out the storm.

## W2 AGILE MANAGEMENT

### Getting Ready for Your First Iteration

*David Hussman, DevJam*

Many agilists take little time to prepare for the first planning session of their first iteration on a new project. They dive right into the “work” and, sometimes, ultimately deliver software that lacks much value. Some newly formed teams believe that collocation breeds instant success and altogether ignore early planning. While sitting together always helps, it does not mean that people spontaneously collaborate to create sustainable value. Before holding the first planning session, a bit of preproduction work helps communities learn about each other, the value they will deliver, and their newly forming ecosystem. Pragmatic preproduction does not need to imply empty ceremony or Big Design Up Front (BDUF). David Hussman shares practical ideas for mining value, connecting communities, and creating productive working environments. If you are forming or leading one or more agile project communities, you’ll leave with ready-to-use tools for selecting agile practices, bonding teams, building rich user-centered product backlogs, and more.

## W3 TRANSITIONING TO AGILE

### Transitioning Your Software Process to Agile

*Jeffery Payne, Coveros, Inc.*

Agile software development presents an appealing array of possibilities for building better software—customer focused development, high team communication, frequent releases of production-ready software, and early lifecycle testing. Unfortunately, many organizations who have attempted to develop software using agile methods have not been very successful at transitioning to an agile process. Often, the organization attempts to change too much of its software process too quickly. Jeffery Payne describes an approach to incrementally improve the agility of your organization’s software process while continuing to achieve your software delivery goals. Jeffery describes high value agile management and agile development methods—including daily stand-ups, continuous integration, pair programming, and test-driven development—and then prioritizes these approaches by their impact on the organization. Leave with an understanding of how to incrementally increase the agility of your software organization and measure its business value along the way.

## W4 REQUIREMENTS & DESIGN

### Table-driven Requirements with the FIT Testing Tool

*Ken Pugh, Net Objectives*

Eliciting and articulating customer requirements—clearly and precisely—is difficult to say the least. Inaccuracies often creep in when translating requirements from business ideas into software models. Working with many clients, Ken Pugh found that creating a large number of tables with examples—however time consuming the tables are to create—adds to the clarity and precision of requirements. He found, too, that if you can use the same example table as tests, then the time is well spent. Ken presents table-driven requirements as an approach to defining both functional and test specifications. Examine business rules, user interface flows, user-observable states, and other forms of useful tables. Learn how to employ the Framework for Integrated Testing (FIT) to turn table-driven requirements into table-driven tests. Ken describes the FIT row, action, and column fixtures and shows examples of how to use them to create complex requirements specifications and develop tests. See how these tables can drive the code with less requirement-to-code translation, resulting in more maintainable systems.

## W5 TESTING & QA

### What Your QA Program Is Missing

*Dawn Haynes, PerfTest Plus, Inc.*

Many software development organizations have a Quality Assurance (QA) component. Often, QA is just an impressive name for “we do some testing before rolling out our product.” True QA encompasses an integrated process that guides software development from inception to delivery using approaches such as CMMI®, Six Sigma, and ISO. The software testing that occurs near the end of a software development process is a separate, standalone activity that assesses “fitness for use” before delivery. Dawn Haynes explains the differences between quality measures and software requirements with an interactive exercise. She discusses ways for you to evaluate and measure progress toward quality goals during development and explores ways to build management support and develop a skilled QA team. So, if you’re not implementing a truly formal QA program, come see what you are missing.

## W6 PROCESS IMPROVEMENT

### Making Smart Choices: Strategies for CMMI® Adoption

*Rick Hefner, Northrop Grumman Corporation*

The CMMI® model was written to apply to a variety of project environments—defense, commercial, development, maintenance, services, and small to large project teams. Its authors used words like “adequate,” “appropriate,” “as needed,” and “selected.” When a project or organization adopts the CMMI® model for process improvement, they consciously or unconsciously make choices about how it will be implemented—scope, scale, documentation, and decision-making to name a few. These choices have a profound effect on the speed and cost of CMMI® adoption. Rick Hefner describes the strategic implications of CMMI® on planning and implementing project processes. He identifies the decisions to be made, the options available, and the relationships between these options and project contexts and business objectives. Take away a deeper understanding of the model and better strategies for its adoption. By understanding the options and making smart choices, CMMI® adopters can ensure that the promised benefits of CMMI®-based improvement are realized.

## W7 SPECIAL TOPICS

### In Defense of Waterfall: Deconstructing the Agile Manifesto

*Ken Katz, DST Output*

A long history of failed software projects using traditional waterfall methodologies was one inspiration for agile development methods. Regarded as novel and even radical a decade ago, agile methods are now widely adopted. Ken Katz’s personal experiences do not lead him to support the proposition that waterfall is doomed to the discard pile of development methods. He has a solid track record of managing projects successfully with waterfall. Ken critically analyzes the Agile Manifesto and its principles, demonstrating that they are based on assumptions that, in certain circumstances, are just as invalid as the generally discredited assumptions underlying waterfall. He describes when waterfall methods are most appropriate and how to use some agile concepts to improve waterfall. Leave this session with an appreciation for the strengths and weaknesses of agile and waterfall, an understanding that no methodology is a panacea, and guidelines to consider when you select the best methodology for your project.

“This conference exceeded my expectations. The info 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

WEDNESDAY, JUNE 10, 12:45

## W8 MANAGING PROJECTS AND TEAMS

### Identify and Maximize Business Value in Development

*Paul Robinson, Jr., The College Board*

Organizations often invest great sums of money and talent in software projects—often to no good end. A key factor is that many software managers and project teams have, at best, a cursory understanding of expected benefits and little or no quantifiable information about how to evaluate project outcomes—other than cost and end-date targets. Join Paul Robinson to explore a proven software project benefits lifecycle model, including how to: enhance business cases by creating quantitative and qualitative benefit statements; generate business-friendly project success goals and metrics; and track and report the realization of benefits throughout the project lifecycle. Learn how to gain and maintain executive management and team involvement while creating your project business cases, setting business value goals, and monitoring progress. Don't work on another project that realizes little business value and causes business executives to rail against IT and development for “wasting our money.”

## W9 AGILE MANAGEMENT

### When to Step Up, When to Step Back

*Pollyanna Pixton, Accelinnova*

Leaders can stifle progress when they unnecessarily interfere with team processes. However, as a leader, you don't want your project to go over the cliff and fail miserably or deliver the wrong results either. There are times when leaders should stand back and let the team work things out for themselves—and other times when leaders should step up and really lead. How do you know which is which? Pollyanna Pixton focuses on collaboration as the key and teaches you how and when to step back and unleash the hidden talent in your organization and teams. Learn how to create an open environment that fosters innovation and creativity and how to let your team members take ownership and hold themselves accountable. Equally important, develop the techniques to step up and lead to keep the project on track without impeding the flow of ideas. Come away with tools to both motivate and guide teams and organizations effectively—and learn to master the balancing act of leadership.

## W10 TRANSITIONING TO AGILE

### Agile Adoption: Challenges and Strategies for New Teams

*Rachel Weston, Rally Software Development*

In coaching diverse teams on their roads to agile adoption, Rachel Weston has had the opportunity to witness and assist with the different challenges and pitfalls they experience. While each team is unique, a constant and focused “inspect-and-adapt” process has allowed them to identify their current pain points and develop personalized plans for handling them. Rachel examines some of the most common challenges and pitfalls, including useless and frustrating daily stand-ups, team over-commitment, backlogs not prepared for planning, difficulties in role transitions, and more. Examine the behaviors that lead to these challenges and learn real-world solutions to help you succeed—an inspect-and-adapt focus through frequent retrospectives, implementing action plans for change, developing a schedule for constant planning from visioning to well-run daily stand-ups, and backlog grooming techniques to help your team stay focused on value delivery. Return with a toolkit of approaches to help your new agile team get off to the right start.

## W11 REQUIREMENTS & DESIGN

### Ensuring Quality Requirements

*Donald Mark Haynes, Synova*

Quality Assurance is more than just testing software through processing a series of controlled inputs and outputs. It must also include an assessment of all the deliverables associated with the project. Developers and testers often view software documentation as merely a source of information, not as artifacts that require evaluation. All software documentation should undergo a rigorous quality assessment just as the actual software is subject to comprehensive testing. Mark Haynes describes quality models and attributes that can be used to evaluate requirements documents. He shows how imprecision (that will haunt you later) can be detected and removed through a set of formal criteria and informal heuristics. To experience using these techniques, Mark shares examples of poorly written requirements for you to evaluate and improve. Additional quality attributes, even subjective ones, can be used to conduct a quality dialogue. Leave with a better understanding of the process used to ensure quality requirements that become the basis for successful systems development.

## W12 TESTING & QA

### Testing in Turbulent Projects

*Rob Sabourin, AmiBug.com*

Turbulent weather such as tornados is characterized by chaotic, random, and often surprising and powerful pattern changes. Similarly, turbulent software projects are characterized by chaotic, seemingly random project changes that happen unexpectedly and with force. Dealing with turbulence is about dealing with change. Testing teams must contend with continuously changing project requirements, design, team members, business goals, technologies, and organizational structures. Test managers and leaders should not just react to change; instead, they need to learn how to read the warning signs of coming change and seek to discover the source of impending changes. Rob Sabourin shares his experiences organizing projects for testing in highly turbulent situations. Learn how to identify context drivers and establish active context listeners in your organization. Explore test strategies—test triage, just-in-time testing, exploratory testing, and session-based testing—to help you avoid wasted effort and get things done within a project tornado. This class is presented in a highly interactive style. Warning! Those sitting in the front rows may get wet.

## W13 PROCESS IMPROVEMENT

### Virtual Retrospectives for Distributed Software Teams

*John Terzakis, Intel*

Project retrospectives are challenging enough when the software development team and stakeholders are together in one location. What happens when the team members are spread across multiple locations, time zones, and continents? John Terzakis describes the key challenges of retrospectives for geographically dispersed software teams and provides solutions he has used to address each challenge. Beginning with a brief overview of the retrospective process, John introduces the concept of a “virtual retrospective” and offers techniques and tips for successfully facilitating them. He identifies cultural, geographical, and site-based issues and risks that can imperil virtual retrospectives and demonstrates collaboration tools to overcome distance barriers. Find out how to conduct retrospective exercises, including a valuable project timeline exercise, when participants are not co-located. Learn to identify and mitigate potential risks, plan the logistics, and then facilitate your first virtual retrospective.

## W14 SPECIAL TOPICS

### Defining Software Quality

*Thomas C. Staab, Wind Ridge International*

“Quality” is one of the most misunderstood and elusive aspects of system development. Ask five people to define quality and you'll probably get five different answers. Although everyone thinks he knows what it is, very few can really define it in context. High quality software doesn't just happen—quality must be built in from the start. In this highly interactive presentation, Tom Staab defines quality and explains why quality planning is important. Join in the discussion about where most defects are injected into software, how to establish meaningful quality metrics, ways to communicate results to management in language they understand, and how to calculate the return-on-investment that can be expected from quality improvement activities. Quality must be defined in a project's specific context, quantified at the beginning of the project, and measured throughout the development lifecycle. Learn how quality improvement can have a positive return-on-investment and how to report results to executive management in their language—money.



Red Rock Canyon, Nevada

# CONCURRENT CLASSES

WEDNESDAY, JUNE 10, 2:45

## W15 MANAGING PROJECTS AND TEAMS

### Ten Practices of High-performance Teams

Noopur Davis, *Davis Systems*

With all the hype about agile, lean, CMMI®, and every other method du jour, we sometimes forget that our real goal is high performance. High-performance software teams consistently deliver products that delight their customers, all while remaining on schedule, keeping with agreed-to functionality, and maintaining high quality. These teams are proud of what they produce and are continuously improving the way they work. Over the past decade, Noopur Davis has worked with many high-performance teams in both large and small organizations. She has discovered that high-performance teams share a number of key practices, regardless of the process they use. Noopur shares these effective practices, including self-direction, openness and transparency, simplicity of work practices, focused use of data, an uncompromising commitment to quality, and others. Using a number of illustrative case studies, she explains these practices and shows you how to use them in your organization. Take away an action plan for improving your team's performance.

## W16 AGILE MANAGEMENT

### Using Agile to Increase Value in Lean Times

Richard Leavitt, *Rally Software Development*, and Michael Mah, *QSM Associates*

The proof is now in, and it shows that implementing agile is the best way to get critical, revenue-generating applications to market faster and at less cost. How much money and how many jobs could your organization save? Richard Leavitt and Michel Mah document the financial returns agile project teams are experiencing compared to their traditional counterparts and provide you with a business case toolkit for your senior executives considering agile practices. Rally Software Development commissioned research firm QSM Associates to benchmark twenty-nine agile development projects against their database of 7,500 software projects. The *Agile Impact Report* compares the performance of agile development projects against plan-driven and waterfall industry averages for time-to-market, productivity, and quality. Receive free access to an online toolkit of ROI calculators and the full study to quickly estimate the cost savings agile development can bring to your company.

## W17 TRANSITIONING TO AGILE

### The Agile PMP®: Teaching an Old Dog New Tricks

Michael Cottmeyer, *VersionOne*

Agile methods emphasize trust, empowerment, and collaboration—moving us away from command and control project management to harness the passion, creativity, and enthusiasm of the team. In established organizations, success with agile practices hinges on how well traditional project managers adopt new ways of thinking about project structure and control. Building on the principles of the Project Management Body of Knowledge (PMBOK®), Mike explores how PMPs with experience in traditional development can adapt their styles and practices to become effective agile project leaders. Mike tackles the hidden assumptions behind the PMBOK® and explores agile approaches for managing time, cost, and scope. Taking an in-depth look at PMI Processes and Knowledge areas, he also explores ways to adapt them to agile projects. Project managers, business analysts, and other stakeholders will leave with a new way of thinking about project management practices within the agile context and new tools for delivering value in the face of uncertainty.

PMP® and PMBOK® are registered trademarks of the Project Management Institute

## W18 REQUIREMENTS & DESIGN

### Architecture and Design: What Managers Need to Know

Jonathan Kohl, *Kohl Concepts, Inc.*

In many current software development approaches, architecture and design are downplayed. Rather than actually architecting products, good designs are assumed to “emerge.” Yet, managers must be confident that their products are well designed. In their efforts to produce products quickly, teams may overlook vital architecture and design issues, such as performance, security, usability, and accessibility. When managers try to help, they can be deterred by jargon and tools that are difficult for non-programmers to understand. Jonathan Kohl illustrates a way for managers to understand and influence product architecture and design. You don't need detailed technical skills to provide valuable insight into a project. Learn how to understand an application and its impact in three contexts: the code (where the application is developed), the system (where the application operates), and the social context (where the application is used). Jonathan also demonstrates how to use a general systems thinking approach to understand architecture and design, without having to know the inner workings.

## W19 TESTING & QA

### A Software Quality Engineering Maturity Model

Gregory Pope and Ellen Hill, *Lawrence Livermore National Laboratory*

You are probably familiar with maturity models for software development. Greg Pope and Ellen Hill describe a corresponding five-stage maturity model for software quality—not just testing—which addresses the challenges faced by organizations attempting to improve the quality of their software. How do you go about transforming your organization to improve software quality in today's better, cheaper, faster world? Greg and Ellen present the different maturity levels of software quality organizations: (1) the whiner or know-it-all phase, (2) writing documents phase, (3) the measure the process phase, (4) the measure-based improvements phase, and (5) the tools and process automation phase. Learn how to recognize the signs of each maturity level, where and how to start the quality improvement process, how to get buy-in from developers and management, and the tools to predict and measure software quality.

## W20 PROCESS IMPROVEMENT

### Mature Agile Teams: Sixteen Essential Patterns

Robert Galen, *Independent Consultant*

Many teams have a relatively easy time adopting the tactical aspects of the agile methodologies. Usually a few classes, some tools' introduction, and a bit of practice lead teams toward a fairly efficient and effective adoption. However, these teams quite often are simply going through the motions and neither maximizing their agile performance nor delivering as much value as they could. Borrowing from his experience and lean software development methods, Bob Galen explores essential patterns—the “*thinking models*” of mature agile teams—including large-scale emergent architecture, relentless refactoring, quality on all fronts, pervasive product owners, lean work queues, stretching above and beyond, providing total transparency, saying “No”, and many more. Bob also explores the leadership dilemma of self-directed teams and why there is still the need for active and vocal leadership in defending, motivating, and holding agile teams accountable.

## W21 SPECIAL TOPICS

### Demystifying Virtual Lab Management

Ian Knox, *Skytap*

The benefits of a virtualized lab environment for development and test teams are compelling and quantifiable—rapid provisioning and tear down of environments, faster test cycles, and powerful new capabilities to resolve defects. Although some application development teams have experimented with virtual machines and have seen some of the benefits, they've also discovered issues with virtual machine “sprawl,” difficulties administering the lab, and lack of virtual private networking. Ian Knox provides solutions to these problems and offers ways to simplify both managing and using virtualization in your development and test environments. Ian describes the basics of virtual lab automation and how you can use virtual labs to solve some of the most pressing and expensive challenges in software quality. He guides you through the important implementation choices for building a virtual lab and, using real-life case studies, explores the common pitfalls. Take back an understanding of a virtual lab's capabilities and limitations, and learn how to automate your lab with specific tools and build integration techniques.

“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 and thanks for making it available to the industry.”

Wendy Haroldson,  
Thompson

# CONCURRENT CLASSES

THURSDAY, JUNE 11, 10:15

## T1 MANAGING PROJECTS AND TEAMS

### Introducing Change, Avoiding Dysfunction

*Michael Mah, QSM Associates*

Change can be painful, but staying stagnant can hurt even more. As a manager, how do you decide what should change and how do you know if your organization is ready? When managers seek to improve by introducing new practices such as agile, CMMI®, or others, what roadblocks can cause their organizations and teams to reject change—or even worse, to spiral into dysfunction? Michael Mah presents examples of managers who have successfully overcome problems introducing change, plus a few examples of managers who weren't so fortunate. Learn how systems theory plays a role in software development and why complex communication and expert thinking are the penultimate challenges facing many software managers. Discover how accurate and reliable metrics are necessary to reveal patterns that will help you find the right path through an improvement program. In the rush to be faster, better, cheaper, or super-innovative, don't become trapped in organizational and team dysfunction, even to the extent that good medicine won't work.

## T2 AGILE MANAGEMENT

### Becoming a Lean-Agile Enterprise

*Alan Shalloway, Net Objectives*

Many companies have adopted agile by using Scrum on one or more of their projects. Unfortunately, they may be missing the point that agility should be aimed at the enterprise, not merely at the team. Agile enterprises can respond quickly to changing market conditions, competitive pressures, and changing technical environments, thus bringing their innovations to market faster. However, creating an agile enterprise is much more than simply getting teams to adopt Scrum. Alan Shalloway discusses how to use lean thinking to determine where to start using agile methods as well as how to adopt agile throughout the entire enterprise. Alan discusses six areas required to become a lean-agile enterprise: (1) selecting the right projects, (2) matching resources with these projects, (3) creating agile teams, (4) organizing these teams to work with each other most effectively, (5) achieving the required technical skills, and (6) learning how to learn. Leave with a checklist of what to consider when bringing agility into your organization.

## T3 DEVELOPMENT

### The Many Styles of Pair Programming

*Paul Julius, Willowbark Consulting*

Joining an agile team can be very challenging—new programming styles, new coding standards, new check-in requirements, new leadership styles, and more. Adding pair programming to the mix can be “the straw that broke the camel's back” or it can be key to team empowerment. Paul Julius has been a dedicated pair programmer since 1999, working on many projects with 100% pairing. Paul has distilled a set of positive and negative patterns that can develop when teams attempt pair programming. He begins by discussing the most frequent objections to pairing and then outlines why pair programmers deliver better applications. Paul demonstrates the techniques and skills you—or members of your team—need to become a successful pair programmer. He invites members of the audience to pair with him using several surefire pairing approaches that will keep developers out of the “Chewie seat.” Take back a checklist of steps to eliminate many anti-pairing environmental factors seen in organizations.

## T4 METRICS

### Measurement Problems that Plague Us

*Beth Layman, Layman & Layman*

You've probably encountered them—those thorny, recurring measurement problems that plague all of us, even organizations with well-established measurement programs. These troubles include cultural and technical problems with effort (time) tracking; trying to confront and grab hold of organizational resource management in multitasking and matrix organizations; attempting to “standardize” project status reporting or dashboards that run amuck; the misconceptions that fester and hinder defect collection and analysis; difficulty motivating the workforce to comply; and getting management to understand and use measurement information to make decisions. Beth Layman provides case studies of each of these problems and discusses their most common root causes. Learn effective solutions and a step-by-step action plan for correcting or preventing each issue. Beth concludes with practical advice on what it takes to institutionalize measurement practices in your organization.

## T5 TESTING & QA

### Getting Started with Static Analysis

*Paul Anderson, GrammaTech*

Static analysis is a technique for finding defects in code without executing it. Static analysis tools are easy to use because no test cases or manual code reviews are needed. Static analysis technology has advanced significantly in the past few years. Although the use of this technique is increasing, many misconceptions still exist about the capabilities of advanced static analysis tools. Paul Anderson describes the latest breed of static analysis tools, explains how they work, and clarifies their strengths and limitations. He demystifies static analysis jargon—terms such as object-sensitive, context-sensitive, and others. Paul describes how best to use static analysis tools in the software lifecycle and how these can make traditional testing activities more effective. Paul presents data from real case studies to demonstrate the usage and effectiveness of these tools in practice. Gain a better understanding of this powerful technology so you can decide when and how to apply it.

## T6 PERSONAL EXCELLENCE

### Learning to Learn: What You Didn't Learn in School and Why

*Dan North, ThoughtWorks*

From taking our first steps and saying our first words, through kindergarten, grade school, and college, we are praised, rewarded, and judged on our ability to learn. When we finish formal education and enter the workplace, we discover that we have to start learning all over again. Outside of work, we learn and practice skills in our leisure time—maybe a sport or something artistic, a musical instrument, or beating the monster at the end of level 17. Given the amount of time we spend learning, it is surprising how little we invest in understanding how it's done. From Dreyfus to De Bono by way of Japanese martial arts, Dan suggests that some of our modern organizational challenges may be due to teachers telling us that copying is cheating and that challenging authority gets you detention. Take away several models of learning and skills acquisition that will help you learn to learn more effectively.

## T7 SPECIAL TOPICS

### Managing Software Debt

*Chris Sterling, SolutionsIQ*

In Scrum, the product backlog is used to prioritize feature implementation based on business value. The product owner manages the product backlog to direct implementation for the greatest possible business value. However, product backlogs that list only system features do not consider the decay of software over time. The resulting “software debt” can eventually sink a project or even an entire product or organization. Chris Sterling explains ways to manage software debt with an eye on the long-term vision and success of the product. Unfortunately, many teams ignore key concepts regarding debt and fall into a “get it done” mentality. They either ignore, or are unaware of, the negative effects of these seemingly small decisions on their future success. Learn about the different types of debt—technical, quality, configuration management, design, and platform experience—and how to manage them so you continue to deliver high value as your systems evolve and age.

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

Brian Watson,  
Quick Solutions

# CONCURRENT CLASSES

THURSDAY, JUNE 11, 12:45

## T8 MANAGING PROJECTS AND TEAMS

### Successful Software Management: Seventeen Lessons Learned

*Johanna Rothman, Rothman Consulting Group, Inc.*

Wouldn't it be nice to know what your staff is doing without looking like a micromanager? Have you wondered how to treat people fairly while still giving them what they need? Would you like to spend a week out of the office, but you're worried your staff won't be able to manage while you're gone? Johanna Rothman explores questions that face software managers every day. Gain new insights through the mistakes she made and the lessons she learned after she became a manager and then a consultant after years of hard-core technical work. Johanna describes seventeen technical management tips and tricks she has learned through trial and error, including the dangers of extended overtime, the value of one-on-one meetings, ways to build trust, and many others. Learn about a manager's job, how to create an effective work environment, and how you can help people do their best work.

## T9 AGILE MANAGEMENT

### Agile, Lean, and the Project Management Office

*Jean Tabaka, Rally Software Development*

PMOs usually think they are out of business when agile rolls into town. But the reality is that the PMO can play a pivotal role in successful agile adoption in large organizations. Jean Tabaka shares her knowledge about how to engage your PMO for agile adoption by using three primary Lean Principles: "Eliminate Waste," "See the Whole," and "Amplify Learning." Jean gives examples of how PMO members can act as the "systems thinkers" for their organizations, pulling successes from the engineering group and instilling them into the entire enterprise. Learn the role of the PMO within agile—how the PMO pulls standards versus pushing them; how the PMO provides product backlog prioritization guidance regarding architecture and governance; how the PMO serves its agile community by facilitating release planning across teams; and how the PMO creates and maintains product councils.

## T10 DEVELOPMENT

### Successful Teams Are TDD Teams

*Rob Myers, Agile Institute*

Test-Driven Development (TDD) is the practice of writing a test before writing code that implements the tested behavior, thus finding defects earlier. Rob Myers explains the two basic types of TDD: the original unit-level approach used mostly by developers, and the agile-inspired Acceptance-Test Driven Development (ATDD) which involves the entire team. Rob has experienced various difficulties in adopting TDD: developers who don't spend a few extra moments to look for and clean up a new bit of code duplication; inexperienced coaches who confuse the developer-style TDD with the team ATDD; and waffling over the use of TDD, which limits its effectiveness. The resistance (overt or subtle) to these practices that can help developers succeed is deeply rooted in our brains and our cultures. Rob gives practical advice on overcoming that resistance and developing an "enjoyable development discipline" for a sustainable and practical TDD practice. With Rob's practical advice, you may also discover how to lose weight and pay off your debts (seriously!). The success factors are identical.

## T11 METRICS

### Creating a "Digital Cockpit" for Software Delivery

*Nicole Bryan, Borland Software Corporation*

In many organizations, developing and delivering software has long been described as a "black box"—requests go in and many months later something comes out. But is it what was needed? Did it provide value to the organization? Was it a quality product? In many software projects, managers are flying blind and have very little in terms of meaningful or accurate data to guide their work. Nicole Bryan introduces the software delivery cockpit and explores the practical and pragmatic instruments and indicators—metrics and measurements—that it should include. She focuses on both leading and lagging metrics and indicators that apply regardless of the development methodology you use. Nicole introduces a core set of metrics focused on the critical aspects of software delivery: code integrity compliance, product quality, business alignment, and efficiency. Leave with a blueprint for a software delivery cockpit, the key metrics you should begin tracking, and steps to build your very own digital cockpit.

## T12 TESTING & QA

### Integrating Security Testing into the QA Process

*Mike Hrykewicz, Standard Insurance Company*

Although organizations have vastly increased their efforts to secure operating systems and networks from attackers, most have neglected the security of their applications—making them the weakest link in their overall security chain. By some industry estimates, 75 percent of security attacks now focus on the application layer. All too often, the departmental responsibility for verifying application security is not defined, and security within the SDLC is either addressed too late or not at all. Based on his experience in a Fortune 1000 company, Mike Hrykewicz describes a step-wise strategy for extending the QA department's role to include security as a quality attribute to verify prior to an application going into production. Learn how to deploy a security testing capability within your QA department and how to extend its coverage and activities as the process gains acceptance. Mike recommends specific security testing activities and describes the supporting skills, tools, training, and reference resources to ensure a successful rollout.

## T13 PERSONAL EXCELLENCE

### How Others See You: Seeking Personal Feedback

*Esther Derby, Esther Derby Associates, Inc.*

Has this ever happened to you? You've just finished an important presentation. As you return to your seat, a colleague leans over and whispers, "You've got spinach in your teeth." Even if you haven't had this experience, you've probably lived through something similar in which you're the last to know something that is obvious to everyone else. Unfortunately, we never exactly see ourselves as others see us. Gaining insight into how we affect others and how they view us provides us with new awareness and greater choices about how we act. Esther Derby shares a feedback model that focuses on describing behavior and the impact of behavior—not evaluation and blame. She discusses different ways for you to seek information that helps you improve your personal effectiveness. When someone gives feedback that, at first, feels like an attack, learn to ask questions that will elicit useful information. Create your own personal continuous improvement plan and be the best you can be every day.

## T14 SPECIAL TOPICS

### Getting to WOW! Gathering User Feedback for Better Designs

*Scott Plewes, Macadamian Technologies*

Today's users are savvier than ever—you can't hide poor design behind fancy features. A good user experience isn't optional anymore—it's mandatory. But if you ask four users how to improve a product, you'll get four different answers, and you'll be lucky if one of those is helpful. When designing the user experience of your products, the challenge is to understand the difference between how customers say they will use a product and how they will actually use it. To accomplish this, we must research our users and gather information. Scott Plewes shares useful techniques for collecting user feedback—including field research, interviews, focus groups, and usability testing—and explains how to get the most from them. Great research isn't about pie charts, graphs, and massive reports. It's about discovering those few key aspects of your users' needs and behaviors that will differentiate your product from your competitors. Learn how to use these techniques, discover useful information, and use it to your competitive advantage.

"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."



Michael Nathan, Wolters Kluwer

# CONCURRENT CLASSES

THURSDAY, JUNE 11, 2:45

## T15 MANAGING PROJECTS AND TEAMS

### A Solid Foundation for Quality Improvement

Jason Bryant, Schlumberger Information Solutions

Many managers look to formal techniques—requirements reviews, code inspection, and testing—to improve the quality of their software. While these techniques are valuable, they only evaluate the state of quality rather than improve it. The key is to create quality software in the first place. This can only be achieved by a change in management style. Jason Bryant proposes a set of simple and effective principles you can employ to produce high quality software. First, you must foster a culture where people are given the freedom, time, and resources to do the job correctly the first time. By embracing user-centered and incremental development practices, you will go a long way toward ensuring accurate and timely software delivery. Focus on training your staff to become masters of their craft and invest equally in architecture, new features, and maintenance. Develop a shared definition of quality that includes meeting the users' needs and providing them with an enjoyable product experience. Quality—it's not about catching it, it's about creating it!

## T16 AGILE MANAGEMENT

### Assessing Agile Readiness

Ahmed Sidky, SolutionsIQ

As more and more organizations are experimenting with and adopting agile development, questions about agile readiness often arise. *Are we ready for agile? Which agile practices are we really ready for now?* Before trying new agile practices, teams should make sure that they "have what it takes" for this paradigm shift. Ahmed Sidky discusses agile readiness assessments and how they can save your team from frustration and lost productivity during the transition to agile practices. Ahmed explores how to conduct agile readiness assessments using a practice-based approach. To address the issue of measuring agility from a more holistic perspective, Ahmed presents the rationale and process behind the five-level Sidky Agile Measurement Index (SAMI). He describes each of the levels—Collaborative, Evolutionary, Integrated, Adaptive, and Encompassing—and explains how to tailor SAMI and use it to conduct value-based agility assessments within your organization. Take back a process model to identify the agile practices you are ready to adopt and the prerequisites you need to make immediate improvements.

## T17 DEVELOPMENT

### Creating Habitable Code

Jeffrey Fredrick, Independent Consultant, and Paul Julius, Willowbark Consulting

A major challenge for software organizations is to create software that can continue to adapt and change over time—a codebase the team can live with "forever." Jeffrey Fredrick and Paul Julius review the concepts and features of CruiseControl, a popular continuous integration tool that provides an architecture for habitable code. CruiseControl is an open source success story, contributed to by more than 200 different developers and downloaded more than 400,000 times. For developers who are tired of brittle code that often must be discarded and rewritten instead of reused, CruiseControl provides valuable lessons and a design that encourages reuse. Jeffrey and Paul discuss inversion of control, dependency injection, separation of concerns, and the role of a project architect in creating habitable code. Although the code examples will be in Java, the principles are language independent. Learn about a toolkit full of practices that help you create habitable code. Take back a checklist that will help remediate your team's code from fragile to firm.

## T18 METRICS

### Lost in Translation: Communicating the Meaning Inside the Metrics

Terry Vogt, Booz Allen Hamilton

Measurement data is supposed to help you make better decisions; yet, the information provided under the term "metrics" is often confusing, obscure, or irrelevant to those who need it most. Those providing measurement data frequently produce charts, graphs, and reports that fail to illuminate significant conditions and leave decision makers clueless. The solution to the problem is understanding essential models of decision making and recognizing the need to communicate in the language of the decision maker—not in technological lingo. Terry Vogt explains how to anticipate the informational needs of the measurement user and how to translate those needs into meaningful, actionable measurement information. He illustrates his discussion with examples of both good and poor measurement information. Join Terry to gain new insights in how to see things from the user's viewpoint, design effective measurement systems and outputs, and provide insight and understanding that motivate effective decision-making.

## T19 TESTING & QA

### Five Test Automation Fallacies that Will Make You Sick

Douglas Hoffman, Software Quality Methods, LLC

Five common fallacies about test automation can leave even the most experienced test and development teams severely ill. If allowed to go unchallenged, these beliefs will almost guarantee the death of an automation effort. The five fallacies are: (1) Automated tests find many bugs—they don't. (2) Manual tests make good automated tests—they don't. (3) You know what the expected results are—often you don't. (4) Checking actual against expected is simple—it isn't. (5) More automated regression tests are always better—they aren't. Join Doug Hoffman to explore these fallacies—why we believe them, how to avoid them, and what to do now if you've based your automation efforts on them. Take back a set of antidotes to each of these fallacies and build a successful test automation framework, or repair the sick one you are living with now.

## T20 PERSONAL EXCELLENCE

### Guiding Your Personal Life: "Plan-driven" or "Agile"

Linda Rising, Independent Consultant

Some interpreters of history believe that the Industrial Age could not have happened without coffee and tea. That daily jolt of caffeine enabled workers to be more in control of their waking hours—not to mention killing the nasties in the drinking water. While the Industrial Age was all about staying awake and working long hours, cognitive psychologists tell us that working short cycles with frequent breaks is not only healthier but also more productive for knowledge workers. Linda Rising describes the costs of force fitting Industrial Age—read "plan-driven"—living into our now knowledge-based—read "agile"—world. Although choices at the personal level are best made by individuals, Linda offers specific suggestions for working in short cycles and the proper place for caffeine, naps, short breaks, and sleep. We have seen the benefits of agile processes in our organizations. Now it's time for a truly agile personal approach for living and working.

## T21 SPECIAL TOPICS

### Software as a Service: What You Need to Know

Ibrahim El Far and Venkat Narayanan, Microsoft

Many familiar products—including email, instant messaging, search, and e-commerce sites—are actually implemented as services rather than PC-installed software. The shift to services now extends to everything from office productivity tools to utilities like storage, authentication, manageability, and application hosting. Engineers who want to build highly available services with a positive user experience face unique design, testing, and operational challenges. Ibrahim El Far and Venkat Narayanan discuss aspects of configurability, including the ability to turn off features quickly or redirect traffic that minimizes the impact of defects on the user experience. They discuss the importance of fault testing and explain why testing a service must happen everywhere from the workstation to the live site. Learn best practices in operations, including automated deployment, monitoring services, and service repairs. Discover how managers must rethink design and testing, how the reliability of scale changes defect prioritization, and what to watch for during capacity planning.





# Agile Leadership Summit

Friday, June 12, 2009

## Leading in Challenging Times: Agile Software Leadership Principles That Work

What is agile leadership and how can it help your organization succeed in these challenging times?

Yes, it takes a different kind of leadership to lead in tough economic times. But what kind of leadership should it be? In this Agile Leadership Summit, we address what software and IT leaders can and should do—and what they should not do—to increase productivity—while keeping creativity and innovation alive.

Join leaders from the industry—Sue McKinney, Vice President of Development Transformation and Integration at IBM; Niel Nickolaisen, CIO and Director of Strategic Planning at Headwaters, Inc.; Steve Greene, Director of Tools & Process at Salesforce.com; Melanie Bristol, Director of IT Quality Assurance, Quest Diagnostics; and others—who have led in an agile manner and applied it in tough times. Hear what worked for them and in their organizations and where they failed—sometimes miserably.

The Agile Leadership Summit is the perfect opportunity to meet and network with your peers and learn proven ways to improve value delivery by evolving people and practices based on agile software principles.

### FRIDAY, JUNE 12

<b>7:30</b>	<b>Registration and Breakfast</b>
<b>8:30</b>	<b>Welcome — Think Tank Issues Identification: As a Leader, What Is Keeping You Up at Night?</b>
<b>9:00</b>	<b>Unleashing the Fossa: Scaling Agile in an Ambitious Culture</b> <i>Steve Greene, Director of Tools &amp; Process, Salesforce.com</i>
<b>9:45</b>	<b>On A Clear Day, You Can See (Strategy) Forever</b> <i>Niel Nickolaisen, CIO and Director of Strategic Planning, Headwaters, Inc.</i>
<b>10:30</b>	<b>Break — Prioritization of Think Tank Issues</b>
<b>11:00</b>	<b>Think Tank Session: Leadership Solution Brainstorm and Discussion</b>
<b>12:00</b>	<b>Networking Lunch Buffet</b>
<b>12:30</b>	<b>Panel Discussion: Advice for Leaders Wanting to Try Agile</b>
<b>1:30</b>	<b>Leading Agile in an Economic Downturn</b> <i>Sue McKinney, Vice President of Development Transformation and Integration, IBM</i>
<b>2:15</b>	<b>Networking Break</b>
<b>2:45</b>	<b>Turning the Battleship and Steering the Course: An Agile Leadership Story</b> <i>Melanie Bristol, Director of IT Quality Assurance, Quest Diagnostics, Inc.</i>
<b>3:30</b>	<b>Breakout Session: Meet the Speakers</b>
<b>4:30</b>	<b>Wrap Up Session</b>
<b>4:45</b>	<b>Ongoing Informal Discussions with Speakers and Attendees</b>

# Agile Leadership Summit Sessions

FRIDAY, JUNE 12

9:00 a.m.

## Unleashing the Fossa: Scaling Agile in an Ambitious Culture Steve Greene, Director of Tools & Process, Salesforce.com

How do you engineer a successful agile transformation in an ambitious, fast-moving business? Most organizations proceed iteratively—team by team—to reduce risk and learn by doing. Not Salesforce.com! They moved their entire R&D organization to an agile model, throwing the switch on thirty teams all at once. Most agile experts thought they were crazy. However, in the end, the transition became one of the fastest, successful agile transitions to date. Steve Greene talks about how, in just three short months, they moved their entire team from a waterfall-based approach to a Scrum-based methodology they call Adaptive Development Methodology (ADM). The technology team uses this methodology to regularly deliver three to four major releases a year to more than 43,000 customers who execute more than 150 million transactions per day. Steve describes the challenges they faced, the business value they have achieved, and the recent results of their quarterly team-wide survey.



The Director of Tools & Process at Salesforce.com, **Steve Greene** is responsible for the implementation and evolution of agile methodologies and supporting tools for the Technology organization. He has held numerous senior management positions at on-demand startup and large enterprise software companies, including DigitalThink, Hyperion, PeopleSoft/Oracle, SPC, and AOL. Steve brings a wealth of expertise and experience in productivity and process and product delivery. He holds a BS in Computer Engineering from San Jose State University and is a board member of the BayAPLN.

9:45 a.m.

## On A Clear Day, You Can See (Strategy) Forever Niel Nickolaisen, CIO and Director of Strategic Planning, Headwaters, Inc.

Every business week, leaders make hundreds of decisions. Within an organization, these add up to thousands and possibly millions of individual choices. What if you had a way to ensure that each decision is aligned with the overall corporate strategy and supports a sustainable competitive advantage? What if you could ensure that the choices leaders make within your organization use a strategic process that takes into account changing markets and environments—instead of a static three-year plan? In this interactive session, Niel Nickolaisen explains how leaders and teams can develop a strategic process, including a practical, usable decision filter to guide the hundreds and thousands of business decisions made in organizations. Leave with the tools you need to develop effective decision filters, align project objectives and results with corporate strategies, and make decisions using a dynamic process that almost always moves you toward your goals.



The CIO and Director of Strategic Planning at Headwaters, Inc., **Niel Nickolaisen** has held technology executive and operations executive positions, typically in turnaround roles. He has developed a strategic and tactical alignment model that significantly improves returns on technology and business initiatives—by both improving the benefits and reducing the costs and risks. Niel holds a MS in Engineering from MIT and a BS in Physics from Utah State University. He writes the “Practical CIO” column for the CIO Leadership Network and a “how to” column for Search CIO. Niel’s new book on leadership is scheduled for release in 2009. He is one of the founders of Accelinnova, a think tank focused on improving organizational and IT agility.

1:30 p.m.

## Leading Agile in an Economic Downturn Sue McKinney, Vice President of Development Transformation and Integration, IBM

Transitioning 25,000 developers to agile development processes is a challenge on its own—and making the transition during a global recession is even more ambitious. Join Sue McKinney as she discusses her experiences leading the move to agile at IBM, how their agile teams often struggled, and ways leaders provided support and understanding at many levels. As the global recession set in, Sue looked for tools leaders could use to increase productivity—even after cost cutting—and unleash the talent and innovation agile teams need to continue succeeding. Learn specific leadership approaches you need to support distributed teams as they adopt and deliver using agile methods. Discover the tools you can use to inspire and motivate change in a large organization steeped in tradition or a small one stuck in its ways. Find out the new leadership skills that teams must encourage and nurture to build a successful agile enterprise.



Currently responsible for development transformational activities with IBM’s software development group, **Sue McKinney’s** major emphasis is driving adoption of agile and lean principles into the mainstream of software development. Prior to this assignment, Sue was a Vice President of Development for the Lotus Division where she led worldwide development for Lotus Domino, IBM Sametime, and WebSphere Portal. In addition to driving transformational activities within IBM, Sue works with large clients to share IBM’s experience and help them scope opportunities for their own transformational activities.

2:45 p.m.

## Turning the Battleship and Steering the Course: An Agile Leadership Story Melanie Bristol, Director of IT Quality Assurance, Quest Diagnostics, Inc.

These are unsettling times. We are asked to be more productive with fewer people and continue responding to changing business priorities. Join Melanie Bristol as she shares the story of her large IT development shop that, over the past three years, has been “turning the battleship” from a waterfall, plan-driven software development methodology to agile development practices. With a focus on how this turn has affected the business, middle and upper management, and cross-departmental group dynamics, Melanie describes how their enterprise initiative was structured and rolled out. Learn about the metrics that helped sell senior management in the first place and now demand management’s continued support, how obstacles blocking the enterprise initiatives were resolved, and the transition of her traditional software quality assurance team to become agile mentors.



**Melanie Bristol** is the Director of IT Quality Assurance at Quest Diagnostics, Inc., one of the nation’s largest clinical laboratory companies, where she has been the agile champion for the past three years. She started her professional career as a clinical microbiologist but switched to IT in the mid-1980s. Melanie’s experience in IT includes BA, programmer, project manager, production support manager, QC manager, and SQA manager. In 2004, she found herself leading a traditional Software Quality Assurance shop positioning the company for CMMI Level 2, when her CIO suggested looking at agile practices. Melanie’s life has not been the same since! She is a Certified Scrum Master (CSM) and a Six Sigma GreenBelt.

## CONFERENCE SPONSOR



**Rally** is the leader in Agile ALM, dedicated to making distributed development organizations faster and leaner. According to an independent study, companies that rely on Rally are 50% faster to market and 25% more productive than industry averages. Rally's products were honored with three consecutive Jolt Product Excellence Awards in 2006, 2007 and 2008. [www.rallydev.com](http://www.rallydev.com)

## INDUSTRY SPONSORS



**McCabe Software** provides Software Quality, Release, and Configuration Management solutions worldwide. McCabe IQ uses a comprehensive collection of software metrics to analyze and visualize the quality and testing of critical applications. McCabe CM utilizes exclusive "Integrated Difference" technology to manage software changes across versions, platforms, and the enterprise. [www.mccabe.com](http://www.mccabe.com)



**Mingle**, the Agile project management tool from ThoughtWorks, helps teams deliver high-quality software, while adapting to ever-evolving business requirements. It adapts itself to the way your team works and helps ensure all team members are on the same page. Mingle also provides you with a powerful bug tracking and test management platform, which aids in world-class Agile delivery. Mingle is a part of the ThoughtWorks Application Lifecycle Management Suite which also includes Cruise (continuous integration) and Twist (collaborative testing). [www.thoughtworks.com/mingle](http://www.thoughtworks.com/mingle)



**Net Objectives** provides targeted Lean-Agile Training Solutions with coordinated technical offerings in design patterns and test-driven development to help you foster sustainability, and deliver product and business value faster. We offer the most comprehensive Lean-Agile curriculum in the industry, Professional Scrum Certifications, Assessments, on-site Training, custom curricula, Coaching, and Enterprise Agility Consulting services for teams, management and IT. [www.netobjectives.com](http://www.netobjectives.com)



**VersionOne** is recognized by Agile practitioners as the leader in agile project management tools. By simplifying the process of planning and tracking agile software projects, we help development teams consistently deliver software faster. Since 2002, companies such as Adobe, Siemens, CNN, Disney, IBM and Lockheed Martin have turned to VersionOne. Today more than 10,000 teams and 70,000 users in 50 countries use VersionOne. [www.versionone.com](http://www.versionone.com)

## IN COOPERATION WITH



**The International Function Point Users Group (IFPUG)** is the recognized leader in promoting and encouraging effective management of application software development and maintenance activities through the use of Function Point Analysis and other software measurement techniques. It is the steward of the international standard of software size measurement - ISO/IEC 20926:2003 Software Engineering. [www.ifpug.org](http://www.ifpug.org)

## MEDIA SPONSORS

artima

acm  
**queue**  
America's computing today



**BETTER  
SOFTWARE  
MAGAZINE**

**CoDe**  
[www.code-magazine.com](http://www.code-magazine.com)



**Methods & Tools**

**StickyMinds.com**

**PLUS**

**SEE THESE EXHIBITORS AND SPONSORS AT THE EXPO (JUNE 10-11, 2009)**

Please note, these are the sponsors and exhibitors as of the brochure printing. Visit the Web site below for the most up-to-date information.

**ACM Queue**

**APLN**

**Artima.com**

ASTQB (American Software Testing  
Qualifications Board)

**Better Software Magazine**

**CoDe Magazine**

**IEEE Computer Society**

**McCabe Software, Inc.**

**Methods & Tools**

**Mingle from ThoughtWorks**

**Net Objectives**

PleaseTech Ltd

Q/P Management Group

Quantitative Software Management

**Rally Software**

SQE Training

Software Quality Engineering

**StickyMinds.com**

TechExcel

**VersionOne**

Better Software Conference & EXPO sponsors are listed in bold.

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



# Special Events and Bonus Sessions

## Meet the Speakers at Lunch

Thursday, June 11, 2009, 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 11, at 6:00 p.m. Not sure if you are ready? On Monday, June 8, at 5:00 p.m. there will be a free information session to introduce you to the certification program and examination.

## EXPO Reception

Wednesday, June 10, 2009, 5:30-6:30 p.m.

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

## Speaking 101: Tips and Tricks

Lee Copeland, Software Quality Engineering

Tuesday, June 9, 2009, 5:00 p.m. - 6:00 p.m.

Are you a new Better Software Conference & EXPO speaker or aspiring to be one in the future? Join us at this workshop on making effective conference presentations. Learn the secrets of developing content, identifying the Big Message, preparing slides with just the right words and images, presenting your message, handling questions from the audience, and being ready when things go wrong. Lee Copeland, a professional speaker since birth, shares ideas that will help you become a better speaker, no matter what the occasion.

## Live Aid Agile Development Lab

June 10-11, 2009—During the EXPO

Apply the skills you're learning at the conference—for a good cause! The Live Aid Agile Development Lab provides the opportunity to participate in a live agile development project, which benefits the non-profit organization Mano a Mano.

Contribute to a cause with real impact. This lab allows participants to experience an agile project with a real customer. All you have to do is contribute your specific talents! We will be fielding a cross functional team for the lab, and features developed during this lab will be released into production on a daily basis. A team of mentors will be available to guide participants through the implementation of this project.



For the latest information on special events and bonus sessions visit: [www.sqe.com/bsce](http://www.sqe.com/bsce)



## Software Tester Certification Training Certified Tester—Foundation Level

Sunday, June 7 - Tuesday, June 9  
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 Tester 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 100,000 certifications in more than thirty-two 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 10-11, 2009

### 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 10

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 11

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 24 for a preview of sponsors and exhibitors.

## WAYS TO SAVE ON YOUR CONFERENCE REGISTRATION

### Special Early Bird Offer!

Receive up to \$300 off the regular conference registration fees if payment is received on or before May 8, 2009.

### Bring a Buddy!

Bring a colleague and each of you saves up to an additional \$300. Any two people registering at the same time saves up to an additional \$300 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.

### PowerPass Discount

PowerPass holders receive an additional \$100 off their registration fee.

### Alumni Discount

Better Software Conference & EXPO alumni receive up to an additional \$200 discount off their registration fee.

### Certification Training + Conference

If you attend the "Software Testing Certification" Training Course AND the Conference, you save an additional \$200.

For **Group Discounts** or more details on our discount policy, please contact the Software Quality Engineering Client Support Group at [sqeinfo@sqe.com](mailto:sqeinfo@sqe.com) or 888.268.8770 or 904.278.0524 or [www.sqe.com/BetterSoftwareConf/](http://www.sqe.com/BetterSoftwareConf/)

# BETTER SOFTWARE CONFERENCE & EXPO

June 8-12, 2009 • Las Vegas, NV

## Easy to Register



**ONLINE:**  
www.sqe.com/bsce



**PHONE:**  
888-268-8770  
904-278-0524



**EMAIL:**  
sqeinfo@sqe.com

## CONFERENCE PRICING

### Registration Fees:\*

On or Before May 8

After May 8

	On or Before May 8	After May 8
<input type="checkbox"/> <b>VIP Package (Monday-Friday)</b> Includes 2 days of Pre-conference Tutorials, 2 Conference Days, and Agile Leadership Summit	<b>\$2,495</b>	<b>\$2,795</b> ← Best Value!
<input type="checkbox"/> Conference + 2 Tutorial Days	\$2,245	\$2,495
<input type="checkbox"/> Conference + 1 Tutorial Day	\$2,095	\$2,295
<input type="checkbox"/> Conference Only (Wed.-Thurs.)	\$1,845	\$1,995
<input type="checkbox"/> 2 Tutorial Days	\$1,695	\$1,795
<input type="checkbox"/> 1 Tutorial Day	\$945	\$995
<input type="checkbox"/> Certification Training Course + Conference + Summit**	\$4,090	\$4,390
<input type="checkbox"/> Certification Training Course + Conference**	\$3,740	\$4,040
<input type="checkbox"/> Certification Training Course**	\$2,245	\$2,245
<input type="checkbox"/> Add Agile Leadership Summit (Friday) to any Conference package	\$395	\$395

### Special Early Bird Offer!

Receive up to \$300 off the regular conference registration fee if payment is received on or before May 8, 2009. See discounted pricing information at left.

### SPECIAL HOTEL RATES FOR BETTER SOFTWARE CONFERENCE & EXPO ATTENDEES!

To reserve a room, please call client support at 888.268.8770 or 904.278.0524 and mention you are attending the Better Software Conference & EXPO to receive the discounted rate. If you need special facilities or services, please notify the agent at the time of reservation. Cancellations on a guaranteed reservation must occur fourteen days prior to the specified arrival time to ensure a refund.

### ONLINE ACCESS AT THE CONFERENCE

There will be a designated WiFi area at the conference.

### PAYMENT INFORMATION

The following forms of payment are accepted: Visa, MasterCard, American Express, check, or company purchase order. Payment must be received before the registration is confirmed. Make all checks payable to Software Quality Engineering. You will receive a confirmation package upon payment by check, credit card, or company purchase order. Payment must be received at Software Quality Engineering by May 8, 2009, to take advantage of the Early Bird conference rates listed above.

### CANCELLATION POLICY

Registrations cancelled after Monday, May 18, 2009, are subject to a 20% cancellation fee. No cancellations or refunds may be made after Monday, May 25, 2009. Substitutions may be made at any time before the first day of the program. TO CANCEL: Call the Client Support Group at 904.278.0524 to obtain a cancellation code.

### SATISFACTION GUARANTEE

Software Quality Engineering is proud to offer a 100% satisfaction guarantee. If we are unable to satisfy you, we will gladly refund your registration fee in full.

### MEDIA RELEASE

From time to time we use photographs, video, and audio of conference participants in our promotional materials. By virtue of your attendance at the Better Software Conference & EXPO, you acknowledge that Software Quality Engineering, Inc., reserves the right to use your likeness in such materials.

\* Your registration fee includes \$39 for a one-year digital subscription (seven issues) to *Better Software* magazine. If you are a current subscriber, your subscription will be extended for an additional seven digital issues.

\*\* A \$250 exam fee is included in the cost of the course registration.



## EVENT LOCATION

Experience the romance of Italy in the heart of the Las Vegas Strip. Beauty and grace surround you at The Venetian, 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.

# BETTER SOFTWARE

CONFERENCE & EXPO

JUNE 8-12, 2009  
LAS VEGAS, NEVADA  
THE VENETIAN

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

Conference Sponsor:



Industry Sponsors:



AGILE PROJECT MANAGEMENT  
TOOL FROM THOUGHTWORKS



Simplifying Software Delivery

In Cooperation With:



Media Sponsors:



Methods & Tools



**NEW FOR 2009!**  
a co-located event

**Agile Leadership Summit**  
Friday, June 12, 2009

**PLUS!**

**The EXPO June 10-11, 2009**  
Find Solutions to Your Software Development Challenges!

**TOOLS • TECHNIQUES • SERVICES  
DEMOS • SOLUTIONS**

**GROUP DISCOUNTS AVAILABLE**

[www.sqe.com/bsce](http://www.sqe.com/bsce) REGISTER EARLY AND SAVE UP TO \$300



330 Corporate Way, Suite 300  
Orange Park, FL 32073

PRESORTED  
STANDARD  
U.S. POSTAGE  
PAID  
GAINESVILLE, FL  
PERMIT NO. 726

**IF ADDRESSEE IS NO LONGER EMPLOYED:**  
Re-route to Director of Software Development