Revolutionize Your Software

BOSTON, MA • NOVEMBER 10–15, 2013

Super Early Bird Savings!
REGISTER BY SEPT. 13 AND SAVE UP TO $400
GROUPS OF 3+ SAVE EVEN MORE!

EXPLORE THE FULL PROGRAM AT bsceast.techwell.com

Two Conferences in One Location
Register and attend sessions from both events!

PMI® members can earn PDUs at this event
WHO’S BEHIND THE CONFERENCE?

Software Quality Engineering assists professionals interested in improving software practices. Seven conferences are hosted annually—the STAR conference series, the Better Software Conference series, and the Agile Development Conference series. Software Quality Engineering also delivers software training, publications, and research.

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.

Featuring fresh, insightful stories, TechWell.com is the place to go for what is happening now in software development and delivery. TechWell’s passionate industry professionals curate new stories every day to keep you up to date on the latest in development, testing, business analysis, project management, agile, DevOps, the cloud, and more. TechWell.com is brought to you by software Quality engineering (SQE), a leader in software training, conferences, publications, and websites serving software and it managers and professionals.

www.sqe.com

Better Software.com

www.TechWell.com

Who Should Attend?

• Software managers, directors, CTOs, and CIOs
• Project managers and leads
• Measurement and process improvement specialists
• Requirements and business analysts
• Software architects
• Security engineers
• Test and QA managers
• Developers and engineers
• Technical project leaders
• Testers
• Process improvement staff
• Auditors
• Business managers

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The Better Software Conference lives up to its name—it is all about learning how to build better software.

The Better Software Conference encompasses the entire software development life cycle. If you are new to software development, test or management, come and learn the foundational techniques you will need to produce quality software. If you are experienced in these roles, come and learn the latest industry advances and trends that will make your work more effective and fun!

- Managing Projects and Teams
- Plan-Driven Development
- Business Analysis and Requirements
- Cloud Computing
- Big Data
- Process Improvement
- Measurement
- Testing
- Quality Assurance
- Software Security
- Mobile Development and Testing

In addition, pre-conference tutorials help you become proficient in areas such as: requirements engineering; estimation; software design; developing and testing in the cloud, on mobile devices, and for embedded software; configuration management; metrics; usability testing; leadership; and problem solving.

During the conference presentations, learn from key industry experts. Gain key insights from both experts and your peers on issues you deal with every day.

The Better Software Conference provides an intimate learning experience, giving you the opportunity to meet with fellow practitioners and have one-on-one consulting sessions with experts.

We hope that you will attend the Better Software Conference and acquire the knowledge you need to improve your software development practices.
Agile Development Conference and Better Software Conference East will be held at the Sheraton Boston Hotel, situated in the Back Bay neighborhood of Boston, one of the city’s most historic areas. Conveniently located four miles from Logan Airport and blocks from the financial district, Charles River, trendy Newbury Street, and Fenway Park, the Sheraton Boston hotel offers a unique mix of business amenities and vacation luxury. This 29-story hotel offers 1,220 newly renovated guestrooms, some with views of the Charles River, and provides indoor access to mass transit, Hynes Convention Center, the Prudential Center, Copley Place malls, and numerous shops and restaurants.

**Why Stay at the Conference Hotel?**

This is where the action is! Networking opportunities are around every corner and in every elevator. Save time getting to and from the meetings and exhibits, while enjoying the convenience of going back to your room between events to make phone calls and check emails.

**Make your room reservation now!**

Book your room reservation at Sheraton Boston Hotel with the exclusive conference rate by **Wednesday, October 23, 2013.** Space is limited, so please reserve your room early! Use one of these options to make a reservation:

- **CALL THE HOTEL**—Call the Sheraton Boston Hotel reservations at 617.236.2000. Be sure to mention Agile Development & Better Software Conference East to get the special conference rate. If you need special facilities or services, please notify the agent at the time of reservation.

- **BOOK ONLINE**—To book your hotel online or view the special conference room rates, go to www.sqe.com/go?East13Reserve

- **CALL US**—Call our Client Support Group at 888.268.8770.

**Sheraton Boston Hotel is located at:**

39 Dalton Street
Boston, MA, 02199

Cancellations on a guaranteed reservation must occur more than 5 days prior to the specified arrival time to ensure a refund.
### SUNDAY, NOVEMBER 10

**8:30** Multi-day training classes begin:
- Software Tester Certification—Foundation Level
- Certified ScrumMaster Training (CSM) + PMI-ACP<sup>®</sup>
- Product Owner Certification
- Agile Tester Certification—ICAgile
- Fundamentals of Agile Certification

**12:30** Bonus Session: From Practitioner to Published Author: A Workshop About Writing About Software
Noel Wurst, Software Quality Engineering

### MONDAY, NOVEMBER 11

**8:30** Multi-day training classes continue from Sunday

**8:30** Tutorials (8:30am–12:00pm)

#### FULL-DAY TUTORIALS

<table>
<thead>
<tr>
<th>MA</th>
<th>Agile Release Planning, Metrics, and Retrospectives</th>
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<tr>
<td>MB</td>
<td>Requirements Engineering: A Practicum</td>
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#### MORNING HALF-DAY TUTORIALS

| MC | NEW Agile Program Management: Networks, Not Hierarchies |
| MD | Dealing with Estimation, Uncertainty, Risk, and Commitment |
| ME | Twelve Heuristics for Solving Tough Problems—Faster and Better |
| MF | Acceptance Test-Driven Development: Mastering Agile Testing |
| MG | What’s Your Leadership IQ? |
| MH | Usability Testing in a Nutshell |

#### AFTERNOON HALF-DAY TUTORIALS

| MK | Disciplined Agile Delivery: Extending Scrum to the Enterprise |
| ML | The Developer’s Guide to Test Automation |
| MM | Configuration Management Best Practices |
| MN | An Introduction to SAFe: The Scaled Agile Framework |
| MQ | Understanding and Managing Change |
| MP | Solving Real Problems through Collaborative Innovation Games® |
| MQ | Six Free Ideas to Improve Agile Success |

### TUESDAY, NOVEMBER 12

**8:30** Software Tester Certification—Foundation Level class continues • Certified ScrumMaster Training (CSM) + PMI-ACP continues

**8:30** Tutorials (8:30am–12:00pm)

#### FULL-DAY TUTORIALS

| TA | Deliver Projects On Time, Every Time |
| TB | Accelerated Agile: From Months to Minutes |
| TC | Continuous Delivery: Rapid and Reliable Releases with DevOps Practices |

#### MORNING HALF-DAY TUTORIALS

| TD | Essential Patterns of Mature Agile Teams |
| TE | Measurement and Metrics for Test Managers |
| TF | Design for Testability: A Tutorial for Devs and Testers |
| TG | Agile Project Failures: Root Causes and Corrective Actions |
| TH | The Role of the Agile Business Analyst |
| TI | Eight Steps to Kanban |

#### AFTERNOON HALF-DAY TUTORIALS

| TK | Essential Test-Driven Development |
| TL | Getting Started with Agile: An Experiential Workshop |
| TM | Security Testing for Test Professionals |
| TN | Twelve Risks to Enterprise Software Projects—And What to Do About Them |
| TP | Planning to Learn and Learning from Delivery: Scrum, Kanban, and Beyond |
| TQ | Patterns for Collaboration: Toward Whole-Team Quality |

**4:30** Welcome Reception (4:30pm–5:30pm)

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TO REGISTER CALL 888.268.8770 OR 904.278.0524 OR VISIT ADC-BSC-EAST.TECHWELL.COM

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Laptop required for this presentation

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Project Management Institute (PMI<sup>®</sup>) members looking to keep up with PMI<sup>®</sup> credential learning requirements can choose from 94 approved sessions. PMI<sup>®</sup> and PMBOK<sup>®</sup> are registered trademarks of the Project Management Institute.
### WEDNESDAY, NOVEMBER 13

Your conference registration includes full access to the Agile Development Conference and Better Software Conference East!

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### THURSDAY, NOVEMBER 14

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<td>Continuous Automated Regression Testing to the Rescue</td>
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<td>Personal Excellence</td>
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<td>Agile Leadership Summit Welcome Reception (5:30pm–7:00pm)</td>
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### FRIDAY, NOVEMBER 15

#### Agile Leadership Summit: Leading Agile Culture Change 8:30am–3:30pm

The Agile Leadership Summit is your chance to join your peers and agile industry veterans to explore the unique challenges facing software development leaders as they transform organizations to support agile methods. You'll hear what's working—and not working—for them and have the opportunity to share your experiences and successes. See page 32 for more information.
Take full advantage of this educational opportunity by combining your conference with multi-day training classes. Delivered by top experts in the industry, training classes allow you to go in-depth in the subject of your choice. Plus members of the Project Management Institute are eligible to earn valuable PDUs for attending. After your training concludes, attend the conference on Wednesday and Thursday and select from 4 keynotes, 48 conference sessions, the Expo, and more! Plus, you save $300 when you combine any training with your conference registration. See the week’s schedule below.

### Software Tester Certification—Foundation Level

**22.5 PDUs**

**Sunday, November 10–Tuesday, November 12 • 8:30am–5:00pm**

This certification program, accredited by the ISTQB through its network of National Boards, is the only internationally recognized certification for software testing. The ISTQB, a non-proprietary and nonprofit organization, has granted more than 180,000 certifications in more than seventy countries around the world.

In the Software Tester Certification—Foundation Level training you will learn:

- Fundamentals of software testing—key concepts, context, risk, goals, process, and people issues
- Lifecycle testing—relationship of testing to development, including different models, verification and validation, and types of testing
- Test levels—system, acceptance, unit, and integration testing
- Test design techniques—black-box test methods, white-box testing, and exploratory testing
- Static testing—reviews, inspections, and static analysis tools
- Test management—team organization, key roles and responsibilities, test approach and planning, configuration management, defect classification and tracking, test reporting
- Testing tools—selection, benefits, risks, and classifications

*Foundation level exam will be administered Tuesday, November 12, immediately following the conclusion of the training.*

### Certified ScrumMaster Training (CSM) + PMI-ACP

**21 PDUs**

**Sunday, November 10–Tuesday, November 12 • 8:30am–5:00pm**

This three-day ScrumMaster certification course provides everything you need to begin leading or participating in a Scrum team. You will learn the essential concepts and tools of Scrum, differences between agile processes and traditional “waterfall” methodologies, and how to build a roadmap for adopting agile at your organization. Participants will learn how to lead development teams toward agile operations by managing product backlogs, planning releases and sprints, tracking and reporting progress, and conducting retrospectives.

In Certified ScrumMaster Training you will learn to:

- Be a servant leader
- Build a roadmap of success for adopting agile
- Plan and execute short development iterations to get to market early and often
- Quickly change direction in response to competitive pressures and marketplace changes
- Adapt via an inspect-and-adapt feedback cycle, project retrospectives, and plus-delta feedback
- Break down the barriers between development and the business
- Focus on customer satisfaction and interaction instead of plans and artifacts
- Build a cohesive agile team via appropriate team structure, workplace design, and team roles

Successful attendees receive Scrum training materials, a twelve-month membership in the Scrum Alliance, and are eligible to take an exam which will qualify them as Certified ScrumMasters (CSMs) upon successful completion. In addition, attendees will be well positioned to take the PMI-ACP exam.
Product Owner Certification

16 PDUs  Sunday, November 10–Monday, November 11 • 8:30am–5:00pm

This two-day Product Owner certification course provides everything you need to be an effective customer to a Scrum team. You will learn the essential concepts and tools of Scrum, differences between agile processes and traditional “waterfall” methodologies, and how your particular role as a business customer will change when interacting with agile teams. Participants will learn how to effectively manage and prioritize product backlogs, plan releases and sprints, track and report progress, and scale Scrum to program-level efforts.

In Product Owner Certification training you will:

• Describe, manage, and prioritize features on a backlog effectively
• Balance competing needs across broad groups of stakeholders
• Plan sprints and releases, and forecast delivery dates for major milestones
• Facilitate effective creation and sharing of complex product visions
• Scale Scrum to work with multiple teams
• Ensure maximum return on investment (ROI)

Successful attendees receive Scrum training materials, a two-year membership in the Scrum Alliance, and are eligible to take an exam which will qualify them as Certified Product Owner (CSPO) upon successful completion. In addition, the class is eligible for 16 PDU credits with the Project Management Institute (PMI).

Agile Tester Certification—ICAgile

15 PDUs  Sunday, November 10–Monday, November 11 • 8:30am–5:00pm

Learn the fundamentals of agile development, the role of the tester in the agile team, and the agile testing processes. From user stories and through development and testing, this course prepares you to be a valuable member of an agile development team.

In Agile Testing Practices training you will:

• Learn the fundamentals of agile development models
• Discover how testing is different in agile environments
• Learn about user stories and how to test them
• Explore key agile testing practices—ATDD, TDD, and ET
• Examine technical and team skills you need for success
• Recognize the main agile testing challenges and how to address them

Fundamentals of Agile Certification

15 PDUs  Sunday, November 10–Monday, November 11 • 8:30am–5:00pm

This course will present a roadmap for how to get started with agile along with practical advice. It will introduce you to agile software development concepts and teach you how to make them work.

In Fundamentals of Agile Certification training you will:

• Explore agile software development methodologies and approaches
• Understand differences between agile and traditional methodologies
• Learn how agile practices and principles improve the software development process
• Discover the major steps required to successfully plan and execute an agile software project
• Explore the leading agile development best practices

Register Early—Space Is Limited!

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**MA Agile Release Planning, Metrics, and Retrospectives**  
*Michael Mah, QSM Associates, Inc.*

How do you compare the productivity and quality you achieve with agile practices with that of traditional waterfall projects? Join Michael Mah 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 sketches on a whiteboard to create agile project trends on productivity, time-to-market, and defect rates. Using recent, real-world case studies, Michael offers a practical, expert view of agile measurement, showing you these metrics in action on retrospectives and release estimation and planning. In hands-on exercises, learn how to replicate these techniques to make the case for changing to more agile practices and creating realistic project commitments in your organization. Take back new ways for communicating to key decision makers the value of implementing agile development practices.

Laptops Preferred. To take full advantage of this tutorial, delegates should bring a Windows-based PC (with admin rights) for use during data capture and productivity calculations. If you can’t bring one, share with another delegate.

**MB Requirements Engineering: A Practicum**  
*Erik van Veenendaal, Improve IT Services BV*

Identifying, documenting, and communicating software requirements are key to all successful IT projects. Common problems in requirements engineering are “How do we discover the real requirements?”, “How do we document requirements?”, and “How do user stories fit into requirements?” Erik van Veenendaal answers these questions and more while helping you improve your skills in requirements engineering for both traditional and agile projects. With practical case studies and hands-on exercises, Erik illustrates requirements issues and solutions. Practice finding, specifying, and evaluating requirements while learning how to gather information through varied elicitation techniques. Exploring the advantages and disadvantages of each technique, Erik offers guidelines for developing both functional and nonfunctional requirements. Learn a rule set for determining how much documentation you need for “good enough” requirements. Explore requirements review techniques—walkthroughs and inspections—to determine what will work best for you. Collaboratively create a set of Golden Rules for requirements engineering that every project can use.

**MC Agile Program Management: Networks, Not Hierarchies**  
*Johanna Rothman, Rothman Consulting Group, Inc.*

When you think of program management, do you think of big lumbering organizational beasts that add little value, and people demanding “When will you be done?” or “Can we add this feature before the desired release date?” Agile program management encourages small-world networks of collaborative teams that can solve problems and deliver features fast. That requires the entire program be agile and lean—using small batch sizes, integrating continuously, having short iterations, and tracking cycle time so you can coordinate across the organization. Johanna Rothman describes ways to create small-world networks that help your project teams release together and on time. With communities of practice as formal networks you enable people to master their craft or facilitate links to other project teams, allowing people to build their autonomy while collaborating. As a program manager or as a participant in a large program, you have many options—once you start thinking of agile program management as a network.

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**Tips to Convince your Boss**

**SAVE BIG.** Approach your manager early to gain approval and receive great discounts! Save by registering early, bringing a group, being an alumni and more (depending on conference package selected)!

**DIVIDE AND CONQUER.** With 100+ learning sessions at two conferences, plan to bring your team to cover it all! Remember, groups of 3+ could save up to 30% off registration fees.

**WORK IT!** Let your manager know that you plan to take advantage of networking sessions that allow you to meet personally with the experts, Meet the Speakers at lunch, Presenter One-on-One, bonus sessions, and more!

**CUSTOMIZE YOUR LEARNING PROGRAM.** Choose which sessions you’d like to attend and tie them back to your company’s current challenges.

**COMPARE SOLUTIONS.** Share with your manager that you plan to attend the Expo. Meet with tool and service providers, watch demos, and find exactly the right solutions.

**SHARE.** Offer to take your new knowledge back to the office and hold a training session for your co-workers. Plan to keep a list at the conference of ideas you want to implement when returning to the office. Type them up and email them to your manager and co-workers.
Dealing with Estimation, Uncertainty, Risk, and Commitment
Todd Little, Landmark Graphics Corporation

Software projects are known to have challenges with estimation, uncertainty, risk, and commitment—and the most valuable projects often carry the most risk. Other industries also encounter risk and generate value by understanding and managing that risk effectively. Todd Little explores techniques used in a number of risky businesses—product development, oil and gas exploration, investment banking, medicine, weather forecasting, and gambling—and shares what those industries have done to manage uncertainty. With studies of software development estimations and uncertainties, Todd discusses how software practitioners can learn from a better understanding of uncertainty and its dynamics. In addition, he introduces techniques and approaches to estimation and risk management including using real options and one of its key elements—understanding commitment. Take away a better understanding of the challenges of estimation and what software practitioners can do to better manage estimation, risks, and their commitments.

Twelve Heuristics for Solving Tough Problems—Faster and Better
Payson Hall, Catalysis Group, Inc.

As infants, we begin our lives as problem solving machines, learning to navigate a strange and complex world in which others communicate in ways we don’t understand. Initially, we hone our problem solving talents; then many of us find our explorations thwarted and eventually stop using and then begin losing our natural problem solving ability. But it doesn’t have to be that way. Psychologists tell us that people can regain lost skills and learn new ones to become better problem solvers. Payson Hall shares techniques and skills that apply to situations in real life. Specifically, learn techniques to better define problems, and explore twelve heuristics for generating solutions that can help when you and your team are staring at a blank paper and struggling to find candidate solutions for further consideration. Learn when random search is appropriate, how binary search can help with diagnostics, strategies for identifying and overcoming roadblocks, and how to build on and improve them.

Acceptance Test-Driven Development: Mastering Agile Testing
Nate Oster, CodeSquads, LLC

On agile teams, testers can struggle to keep up with the pace of development if they continue employing a waterfall-based verification process—finding bugs after development. Nate Oster challenges you to question waterfall assumptions and replace this legacy verification testing with acceptance test-driven development (ATDD). With ATDD, you “test first” by writing executable specifications for a new feature before development begins. Learn to switch from “tests as verification” to “tests as specification” and to guide development with acceptance tests written in the language of your business. Get started by joining a team for a simulation and experience how ATDD helps build quality in instead of trying to test defects out. Then progress to increasingly more realistic scenarios and practice the art of specifying intent with plain-language and table-based formats. This isn’t a “tools” session. These are tabletop, paper-based simulations that give you meaningful practice with how executable specifications change the way you think about tests and collaborate as a team. Leave empowered with a kit of exercises to advocate ATDD with your own teams.

What’s Your Leadership IQ?
Jennifer Bonine, tapQA, Inc.

Have you ever needed a way to measure your leadership IQ? Or been in a performance review where the majority of time was spent discussing your need to improve as a leader? If you have ever wondered what your core leadership competencies are and how to build on and improve them, Jennifer Bonine shares a toolkit to help you do just that. This toolkit includes a personal assessment of your leadership competencies, explores a set of eight dimensions of successful leaders, provides suggestions on how you can improve competencies that are not in your core set of strengths, and describes techniques for leveraging and building on your strengths. These tools can help you become a more effective and valued leader in your organization. Exercises help you gain an understanding of yourself and strive for balanced leadership through recognition of both your strengths and your “development opportunities.”

Usability Testing in a Nutshell
Julie Gardiner, The Test People

Because systems are now more complex and competition is extreme, testing for usability is critical for ensuring our products not only stand out from the crowd but even exceed our customer’s expectations. As testers, we often encounter requirements such as “The system must be user-friendly.” What does this mean? And, more importantly, how do we test against this vague notion? Join Julie Gardiner as she presents usability testing techniques to help evaluate system efficiency, effectiveness, and user satisfaction. Take back a toolkit full of usability testing techniques—heuristic evaluation, cognitive walkthroughs, focus groups, personas, contextual task analysis, usability labs, and satisfaction surveys—for your next testing project. Learn how to define usability goals and how to get your development team to take usability issues seriously. If you want to improve your confidence and skills in usability testing, this session is for you.

“This conference was the most beneficial, informative conference I have ever attended. The tutorials helped me a great deal in my job duties. Wish I could have had more time to attend them.”
—Angela Lockwood, Business Analyst Manager, Citizens Property Insurance Corporation
Design Patterns Explained: From Analysis through Implementation

Alan Shalloway, Net Objectives

Alan Shalloway takes you beyond thinking of design patterns as “solutions to a problem in a context.” Patterns are really about handling variations in your problem domain while keeping code from becoming complex and difficult to maintain as the system evolves. Alan begins by describing the classic use of patterns. He shows how design patterns implement good coding practices and then explains key design patterns including Strategy, Bridge, Adapter, Façade, and Abstract Factory. In small group exercises, learn how to use patterns to create robust architectures that can readily adapt as new requirements arise. Lessons from these patterns are used to illustrate how to do domain analysis based on abstracting out commonalities in a problem domain and identifying particular variations that must be implemented. Leave with a working understanding of what design patterns are and a better way to build models of your application domains.

Problem Solving and Decision Making in Software Development

Linda Rising, Independent Consultant

Unfortunately, those of us who struggle with complex problems for a living don’t have time to keep up with the enormous amount of cognitive science research that could help us become better thinkers, better problem solvers, and better decision makers. Having devoted more than ten years to researching the fast-moving fields that almost daily reveal new information, Linda shares what she has uncovered—some of it surprising, some even counterintuitive. She summarizes the research and provides concrete tips for improving your individual, team, and organizational abilities. Most of us sit all day, believing that concentrating without moving, in a room with no natural light, drinking too much caffeine, after our usual night of less than six hours of sleep is the way to get work done. Linda offers ways to incorporate movement, take a break, change focus, brighten our environments, think better, and be prepared to dig into ways to adjust your approach for greater success.

Disciplined Agile Delivery: Extending Scrum to the Enterprise

Scott Ambler, Scott W. Ambler + Associates

Going far beyond the limits of a team approach to agile, Scott Ambler explores a disciplined, full-lifecycle methodology for agile software delivery. In this interactive hands-on session, learn how to initiate a large-scale agile project, exploring ways to extend Scrum’s value-driven development approach to include both value and risk in the equation. Discover project governance practices that will increase your team’s chance of success. Explore with Scott the agile practices—Extreme Programming, Agile Modeling, Agile Data, and the Unified Process—he has found most valuable for large agile teams. Throughout the session, learn to apply the Agile Scaling Model to determine what set of agile practices and techniques will work best for you and your organization. Bring your biggest agile challenges and be prepared to dig into ways to adjust your approach for greater success.

The Developer’s Guide to Test Automation

Dale Emery, DHE, and George Dinwiddie, IDIA Computing, LLC

Your shrinking project deadlines are increasing the need for automated tests—but, simultaneously, reducing the time available for writing them. The system requirements are continually changing. The implementation is changing. You spend more and more time maintaining old tests, leaving less time to write new ones. The tests take longer and longer to run. And when they fail, the problem is as likely to be in the tests as in the system. What’s a developer to do? Dale Emery and George Dinwiddie share hard-won lessons learned from their decades of software development and test automation. Discover the factors that make automated tests maintainable, expressive, informative, fast, reliable, and repeatable. Practice achieving these qualities in hands-on exercises. Apply new techniques and your existing software development expertise in new ways. Take home powerful principles and practices to meet the unique challenges of test automation and to help your project deliver sooner with greater confidence.

Configuration Management Best Practices

Bob Aiello, CM Best Practices Consulting

Robust configuration management (CM) practices are essential for creating continuous support for agile’s integration and testing demands, and for rapidly packaging, releasing, and deploying applications into production. Classic CM—identifying system components, controlling change, reporting the system’s configuration, and auditing—won’t do the trick anymore. Bob Aiello presents an in-depth tour of a more robust and powerful approach to CM consisting of six key functions: source code management, build engineering, environment management, change management and control, release management, and deployment. Bob describes current and emerging CM trends—support for agile development, cloud computing, and mobile apps development—and reviews the industry standards and frameworks essential in CM today. Take back an integrated approach to establish proper IT governance and compliance using the latest CM practices while offering development teams the most effective CM practices available today.
An Introduction to SAFe: The Scaled Agile Framework

Alan Shalloway, Net Objectives

Many organizations have achieved agility at the team level only to be unable to achieve it across teams. The Scaled Agile Framework (SAFe) provides both a vision and method for how to achieve this. SAFe is the first documented framework that can be used to scale agile throughout an organization. It is a combination of lean, kanban, and Scrum—lean to provide a context for an organization, kanban to manage the flow of projects, and Scrum to provide agile at the team level. Beginning with an introduction to lean and kanban, Alan Shalloway explains why they are required for agile at scale. Alan then describes the framework of SAFe—specifically how it creates a structure to manifest the behaviors required for agile at scale. In particular, learn how to coordinate your organization’s portfolio, programs, and projects. Alan concludes by discussing when it is advisable to use the framework and when a more emergent method is preferable.

Understanding and Managing Change

Jennifer Bonine, tap|QA, Inc.

Has this happened to you? You try to implement a change in your organization and it fails. And, to make matters worse, you can’t figure out why. It may be that your great idea didn’t mesh well with your organization’s culture or a host of other reasons. Jennifer Bonine shares a toolkit to help you determine which ideas will—and will not—work well within your organization. This toolkit includes five rules for change management, a checklist to help you analyze the type of change process needed in your organization, a set of questions you can ask to better understand your executives’ goals, techniques for overcoming resistance to change, and the formal roles necessary to enable successful change. These tools—together with an awareness of your organization’s core culture—allow you to identify the changes you can successfully implement. Cultural awareness helps you align your initiatives with the objectives of the organization, make your team successful, and demonstrate the value of the change, which is increasingly more important in these challenging economic times.

Solving Real Problems through Collaborative Innovation Games®

Bob Hartman, Agile For All, and Michael Vizdos, Vizdos Enterprises, LLC

Are you having trouble getting people in your organization to agree on a path forward? Is collaboration sometimes more like a contest to see who can yell the loudest? Is it difficult to get customers to give you the information you need to create a product charter or unambiguous requirements? Achieving meaningful collaboration with a diverse group of people can be very difficult. Bob Hartman and Michael Vizdos share their experiences with Innovation Games®, collaboration exercises that dramatically improve the way people work together. You’ll practice with exercises that are easy to use, fun, and encourage working together in a structured fashion. This structure guides successful collaboration, helping participants stay on track and avoiding non-productive, free-for-all discussions. Learn how to choose the best Innovation Game for each situation. Leave with an understanding of how and why structured collaboration with intellectual games is one of the most productive ways to help people work together toward a common goal.

Six Free Ideas to Improve Agile Success

Pollyanna Pixton, AcceleNova

Free? Is anything free these days? Based on her experience working with organizational leaders and her research into what drives organizational performance, Pollyanna Pixton shares six ideas—and the keys to their effective implementation—to help assure the success of your agile teams. As a bonus, her suggestions won’t cost you a thing. Pollyanna’s first free idea is how to create a culture of trust—the keystone of open collaboration—within your team and organization. The second free idea is about ownership—how to give it and not take it back. Third is empowering teams to make decisions by helping them understand and internalize the project and product’s purpose and value. The number four idea is that you can only fix processes, not people. Invest your energy toward the correct target. Idea five is to match people’s roles to their passion. Her final free idea is that integrity does matter—and matters most. Explore with Pollyanna why each of these ideas is important and how you can adopt them on your agile team.

Congruent Coaching: An Exploration

Johanna Rothman, Rothman Consulting Group, Inc.

We have opportunities to coach people all the time. Much of what we see as coaching is actually undercover training. Real coaching is richer—offering support while explaining options. In this interactive session, Johanna Rothman invites you to explore how to coach, regardless of your position in the organization. Teaching is just one option for coaching. You have many other options, depending on your coaching stance. You may select a counselor’s stance if you are managing up or a partner’s stance if you are a peer. You might even select a reflective observer’s stance or a technical advisor’s stance, depending on the situation. We will explore what to do when you see opportunities for coaching but you haven’t been asked to coach. Bring your coaching concerns, whether you are coaching onsite, or coaching at a distance, coaching one-on-one, or coaching teams. Let’s learn and build our coaching skills together.
TUTORIALS

Tuesday, November 12, 8:30am–4:30pm (Full-day)

TA Deliver Projects On Time, Every Time
Ken Whitaker, Leading Software Maniacs

Ken Whitaker shares pragmatic techniques to help project managers and software development leaders put into practice innovative scheduling techniques, make consistent customer-centric decisions, reduce project risk, quickly negotiate with product owners the most important project scope, and transition teams to become more agile. Ken shares revealing statistical data on how waterfall is simply not suited for modern-day adaptive software development projects. With fellow participants, you’ll spend time performing a “Scrum walkabout” to get the idea of just how an agile project really works. These best practices are presented to motivate your team to deliver projects on time, every time. Although this tutorial doesn’t incorporate intensive role-play, we’ll have lively interaction that will incorporate lessons learned from actual case studies and attendees’ project experiences. Take away powerful, yet simple, ways to bridge the gap between PMI’s PMBOK® Guide and agile.

TB Accelerated Agile: From Months to Minutes
Dan North, Dan North & Associates, Ltd.

Formula 1 drivers don’t just drive faster than you—they drive differently. Accelerated Agile uses different rules, based on the core principles of agile but taken to another level, to deliver in hours and days what regular teams can only achieve in weeks or months. Accelerated Agile is for experienced agile practitioners who are frustrated with the pseudo-science of agile planning and estimation, the social pressure to automate where it doesn’t add value, the artificial commitment of sprints, and the unwelcome surprises that still derail projects. Learn new techniques that enhance and replace existing agile practices, many of which are completely counter to current agile doctrine. Discover new techniques for development and testing, operations, automation, and team dynamics, as well as working with legacy systems and integrating with third parties. Using these techniques, you and your teams will deliver business solutions faster than they thought possible.

This is not a tutorial for beginners!

TC Continuous Delivery: Rapid and Reliable Releases with DevOps Practices
Bob Aiello, CM Best Practices Consulting

DevOps is an emerging set of principles, methods, and practices that enable the rapid deployment of software systems. DevOps focuses on lowering barriers between development, testing, security, and operations in support of rapid iterative development and deployment. Many organizations struggle when implementing DevOps because of its inherent technical, process, and cultural challenges. Bob Aiello shares DevOps best practices starting with its role early in the application lifecycle and bridging the gap with testing, security, and operations. Bob explains how to implement DevOps using industry standards and frameworks such as ITIL v3 (IT Service Management) in both agile and non-agile environments, focusing on automated deployment frameworks that quickly deliver value to the business. DevOps includes server provisioning essential for cloud computing in what is becoming known as Infrastructure as Code. Bob equips you with practical and effective DevOps practices—automated application build, packaging, and deployment—essential for meeting today’s business and technology demands.

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**Essential Patterns of Mature Agile Teams**

Bob Galen, RGalen Consulting

Many teams have a relatively easy time adopting the tactical aspects of agile methodologies. Usually a few classes, some tools introduction, and a bit of practice lead teams toward a fairly efficient and effective agile adoption. However, these teams often get “stuck” and begin to regress or simply start going through the motions—neither maximizing their agile performance nor delivering as much value as they could. Borrowing from his experience and lean software development methods, Bob Galen examines essential patterns—the thinking models of mature agile teams—so you can model them within your own teams. Along the way, you’ll examine patterns for large-scale emergent architecture—relentless refactoring, quality on all fronts, pervasive product owners, lean work queues, providing total transparency, saying no, and many more. Bob also explores why there is still the need for active and vocal leadership in defending, motivating, and holding agile teams accountable.

**Measurement and Metrics for Test Managers**

Rick Craig, Software Quality Engineering

To be most effective, test managers must develop and use metrics to help direct the testing effort and make informed recommendations about the software’s release readiness and associated risks. Because one important testing activity is to “measure” the quality of the software, test managers must measure the results of both the development and testing processes. Collecting, analyzing, and using metrics is complicated because many developers and testers are concerned that the metrics will be used against them. Join Rick Craig as he addresses common metrics—measures of product quality, defect removal efficiency, defect density, defect arrival rate, and testing status. Learn the guidelines for developing a test measurement program, rules of thumb for collecting data, and ways to avoid “metrics dysfunction.” Rick identifies several metrics paradigms—including Goal-Question-Metric—and discusses the pros and cons of each. Delegates are urged to bring their metrics problems and issues for use as discussion points.

**Design for Testability: A Tutorial for Devs and Testers**

Peter Zimmerer, Siemens AG

Testability is the degree to which a system can be effectively and efficiently tested. This key software attribute indicates whether testing (and subsequent maintenance) will be easy and cheap—or difficult and expensive. In the worst case, a lack of testability means that some components of the system cannot be tested at all. Testability is not free; it must be explicitly designed into the system through adequate design for testability. Peter Zimmerer describes influencing factors (controllability, visibility, operability, stability, simplicity) and constraints (conflicting nonfunctional requirements, legacy code), and shares his experiences implementing and testing highly-testable software. Peter offers practical guidance on the key actions: (1) designing well-defined control and observation points in the architecture, and (2) specifying testability needs for test automation early. He shares creative and innovative approaches to overcome failures caused by deficiencies in testability. Peter presents a new, comprehensive strategy for testability design that can be implemented to gain the benefits in a cost-efficient manner.

**Agile Project Failures: Root Causes and Corrective Actions**

Jeff Payne, Coveros, Inc.

Agile initiatives always begin with the best of intentions—accelerate delivery, better meet customer needs, or improve software quality. Unfortunately, some agile projects do not deliver on these expectations. If you want help to ensure the success of your agile project or get an agile project back on track, this session is for you. Jeff Payne discusses the most common causes of agile project failure and how you can avoid these issues—or mitigate their damaging effects. Poor project management, ineffective requirements development, failed communications, software development problems, and (non)agile testing can all contribute to project failure. Learn practical tips and techniques for identifying early warning signs that your agile project might be in trouble and how you can best get your project back on track. Gain the knowledge you need to guide your organization toward agile project implementations that serve the business and the stakeholders.

**The Role of the Agile Business Analyst**

Steve Adolph, WSA Consulting

The business analyst (BA) role seems conspicuously absent from most agile methods. Does agile make the BA role obsolete? Certainly not! But how does agile exploit the short cycle times and collaborative nature of agile methods? Drawing from the principles of lean product development flow, Steve Adolph introduces five principles for the agile BA—Open the Channels, Chart the Flow, Generate Flow, Lean Out the Flow, and Bridge the Flow. As a communicator, the BA must Open the Channels and Chart the Flow to align all stakeholders. BAs can leverage traditional tools such as use cases to Generate Flow and feed user stories to fast moving agile teams. However, large backlogs of stories are wasteful, so lean principles are applied to Lean Out the Flow. Finally BAs may need to Bridge the Flow between more traditional elements of the organization and its agile teams. Whether you are a BA new to agile or struggling to find the right fit in your team, join this highly interactive session to “get your flow” going.
**Eight Steps to Kanban**
*Alan Shalloway, Net Objectives*

Because transitioning to agile can be difficult—and often wrenching—for teams, many organizations are turning to kanban practices. Kanban, which involves just-in-time software delivery, offers a more gradual evolution to agile and is adaptable to many company cultures and environments. With kanban, developers pull work from a queue—taking care not to exceed a threshold for simultaneous tasks—while making progress visible to all. Alan Shalloway shares eight steps to adopt kanban in your team and organization. He begins with a value stream map of existing processes to establish an initial kanban board, providing transparency into the state of the current workflow. Another step is to establish explicit policies to define workflow changes and engender project visibility. Because kanban can easily be expanded to cover many parts of development, another step is to increase stakeholder involvement in the process. Join this interactive session to practice these key steps with hands-on exercises. By the end, you will have an initial plan for implementing kanban in your organization.

**Coaching and Leading Agility: A Discussion of Agile Tuning**
*David Hussman, DevJam*

Are you an agile practitioner wanting to take your agility to the next level? Are you looking to gain real value from agile instead of simply more talk? Even though many are using agile methods, not all are seeing big returns from their investment. David Hussman shares his experiences and describes a short assessment that identifies both strengths and weaknesses in your use of agile methods. Creating an assessment helps you examine the processes you are using, why you are using them, and if they are providing real value. This assessment guides you through the remainder of the tutorial, helping you tune your current processes and embrace new tools—product thinking, product delivery, team building, technical excellence, program level agility, and more. Leave with an actionable coaching plan that is measurable and contextually significant to your organization. If you want to promote real agility—or lead others to do so—come ready to think, challenge, question, listen, and learn.

**Essential Test-Driven Development**
*Rob Myers, Agile Institute*

Test-driven development (TDD) is a powerful technique for combining software design, unit testing, and coding in a continuous process to increase reliability and produce better code design. Using the TDD approach, developers write programs in very short development cycles: first the developer writes a failing automated test case that defines a new function or improvement, then produces code to pass that test, and finally refactors the new code to acceptable standards. The developer repeats this process many times until the behavior is complete and fully tested. Rob Myers demonstrates the essential TDD techniques, including unit testing with the common xUnit family of open source development frameworks, refactoring as just-in-time design, plus Fake It, Triangulate, and Obvious Implementation. During this hands-on session, you’ll use exercises to practice the techniques. With many years of product development experience using TDD, Rob will address the questions that arise during your own relaxed exploration of test-driven development.

**Getting Started with Agile: An Experiential Workshop**
*Mitch Lacey, Mitch Lacey & Associates, Inc.*

Agile is now mainstream, but many companies continue to struggle. When agile is adopted, common issues occur in every organization: getting people to try agile, selling agile to management, learning how to do efficient standup meetings, fitting planning into a short window, and running effective retrospectives. When you add in scaling issues, different development styles, and outsourcing, your simple agile adoption just gets more difficult. In this highly interactive (no slides) introductory-to-intermediate session, Mitch Lacey presents the tools you need to get started and be successful with agile. Using Scrum to manage the session, you will learn the value of prioritization and how to do it, why timeboxing works, how to create a release plan using team velocity, and more. As you are learning these techniques, Mitch answers your questions to help ensure your successful agile adoption. Get started on the path to success with agile in this immersive experience.

“I really enjoyed this conference. I only expected to take away maybe two things & was surprised that I was able to bring back quite a lot to share with my colleagues. Easily one of the best conference experiences I have had.”

—Flora Ohara, Program Manager, Santander Consumer USA Inc.
Security Testing for Test Professionals

Jeff Payne, Coveros, Inc.

Your organization is doing well with functional, usability, and performance testing. However, you know that software security is a key part of software assurance and compliance strategy for protecting applications and critical data. Left undiscovered, security-related defects can wreak havoc in a system when malicious invaders attack. If you don’t know where to start with security testing and don’t know what you are—or should be—looking for, this tutorial is for you. Jeff Payne describes how to get started with security testing, introducing foundational security testing concepts and showing you how to apply those concepts with free and commercial tools and resources. Offering a practical risk-based approach, Jeff discusses why security testing is important, how to use security risk information to improve your test strategy, and how to add security testing into your software development lifecycle. You don’t need a software security background to benefit from this important session.

Twelve Risks to Enterprise Software Projects—And What to Do about Them

Payson Hall, Catalysis Group, Inc.

Every large software project is unique—each with its own complex array of challenges. When projects get into trouble, however, they often exhibit similar patterns and succumb to risks that could have been anticipated and prevented—or detected sooner and managed better. Common responses to the problems—blaming, deferring action, or outright denial—only make things worse. Payson Hall reviews a dozen patterns he has observed over and over again on troubled projects during his thirty-year career: trouble with subcontractors, challenges with project sponsors, friction within the team, perils of interfacing with adjacent systems, issues with data cleansing and conversion, and more. Payson shares the tools he uses to help identify the symptoms of common risks, reduce the likelihood of risks occurring, facilitate early detection of problems, and establish a foundation for helpful responses when problems arise. This session is designed for project managers, team leaders, project sponsors, and anyone responsible for building or rolling out large enterprise systems.

Keystone Habits of Organizational Agility

Ahmed Sidky, SCG, Inc.

Transforming an organization to become agile requires more than just changing the development process; it requires a complete culture shift. Yet, the focus of most agile transformations is on changing the process aspect of work. Sustainable, effective agile transformation affects all elements of culture—leadership style, values, organizational structures, reward systems, processes, and work habits. Focusing on and adopting specific process patterns known as “keystone habits” has transformed entire organizations, setting off a chain of internal events and paving the way for the organization to form other habits and eventually transform completely. Reflecting on his experience in transforming organizations, Ahmed Sidky presents some keystone habits he has identified—Rewarding Collaboration, Consistently Slicing, Inspiring Performance through Leadership, Growing Networks and Shrinking Hierarchies, and Living the Agile Mindset. Ahmed shows how implementing these can move even the most heavyweight organization to a higher level of agility. Leave with tangible steps to attain successful, sustainable agility in your organization.

Planning to Learn and Learning from Delivery: Scrum, Kanban, and Beyond

David Hussman, DevJam

Planning is a tool and, like all tools, can be used for good or ill. Too much planning can be wasteful; too little planning can breed chaos. Successful teams gravitate toward “just enough planning.” Building on his years of coaching XP, Scrum, kanban, and lean, David Hussman pragmatically describes planning that promotes early and continuous learning. He details how to collaboratively create plans that allow teams to continuously measure, learn, and pivot. David covers roadmap planning, iterative delivery, dealing with adversity, and adapting your planning to provide the most value with the least process. He also discusses working with large programs, working across locations, the pragmatic use of tools, and helping people learn to ask essential questions, answered by concrete evidence that is iteratively produced. If you are tired of people talking—or preaching—about processes but producing little real value, David’s approach will leave you satisfied and ready to pump new life into your team’s planning.

Patterns for Collaboration: Toward Whole-Team Quality

Janet Gregory, DragonFire, and Matt Barcomb, odbox

A lot of talk goes on in agile about how collaboration among team members helps drive a shared responsibility for quality—and more. However, most teams don’t do much more than just hold stand-up meetings and have programmers and testers sit together. Although these practices improve communications, they are not collaboration! Most teams simply don’t understand how to collaborate. Janet Gregory and Matt Barcomb guide you through hands-on activities that illustrate collaboration patterns for programmers and testers, working together. They briefly review the acceptance test-driven development process, then illustrate what programmers should know about testing—and what testers should know about programming—to effectively create whole-team quality. Janet and Matt conclude with visual management techniques for joint quality activities and discuss the shift in the product owner role regarding release quality. Leave with new ideas about collaboration to take back to your organization and make whole-team responsibility for quality a reality.
Welcome Reception  
**Tuesday, November 12 • 4:30pm–5:30pm**  
Kick off the conference with a welcome reception! Mingle with experts and colleagues, while enjoying complimentary food and beverage.

Bookstore and Speaker Book Signings  
**Tuesday, November 12–Thursday, November 14**  
Purchase popular industry books—many authored by conference speakers—from BreakPoint Books. Authors are available for questions and book signings during session breaks and Expo hours.

Expo Reception  
**Wednesday, November 13 • 5:00pm–6:00pm**  
Network with peers at the Expo reception and enjoy complimentary food and beverages. Be sure to play the Passport game for your chance to win great prizes!

Presenter One-on-One  
**Wednesday, November 13–Thursday, November 14**  
The Conferences offer the unique opportunity to schedule a 15-minute, one-on-one session with a presenter. Our speakers have years of industry experience and are ready to share their insight with you. Bring your toughest challenge, your development plans, or whatever’s on your mind. Leave with fresh ideas on how to approach your development challenges. You’ll have the chance to sign-up during the conference and get some free consulting!

Meet the Speakers at Lunch  
**Wednesday, November 13–Thursday, November 14**  
During Lunch  
Meet with industry experts for open discussions in key areas of software development. Both days designated tables will be organized by topics of interest. Come pose your toughest questions!

Software Manager’s Lab  
**Wednesday, November 13**  
Learn the three most important skills for all software managers (1) guiding, (2) coaching, and (3) leading. Practice hands-on management in a safe, and group-coaching environment with an expert coach, Johanna Rothman.

Agile Leadership Summit  
(Summit registration required)  
**5.5 PDUs • Friday, November 15**  
The Agile Leadership Summit is your chance to join your peers and agile industry veterans to explore the unique challenges facing software development leaders as they transform organizations to support agile methods. You’ll hear what’s working—and not working—for them and have the opportunity to share your experiences and successes.

From Practitioner to Published Author: A Workshop About Writing About Software  
**Sunday, November 10 • 12:30pm–4:30pm**  
Noel Wurst, Software Quality Engineering

Noel Wurst—a writer and editor of TechWell.com, *Better Software* magazine, and StickyMinds.com—will help attendees with a variety of tasks, including: writing intriguing headlines, choosing and linking to appropriate sources, how to reach a variety of audiences by using established article formats, editing your work and that of others, and delivering your writing across social media platforms.

If you currently work on a software team and would like to improve your writing and share your experience, this workshop is a great opportunity to learn through practice.

**Limited seats available for this complimentary session. Reserve your seat by contacting the Client Support Group at 888.268.8770 or 904.278.0524 or sqeinfo@sqe.com.**

**Delegates are required to bring a laptop to this session.**
WEDNESDAY, NOVEMBER 13, 8:30AM

Connecting with Customers
Pollyanna Pixton, Accelinnova

Even today, to the detriment of agile success, most organizational cultures remain delivery date-driven—resulting in delivery teams that are not focused on creating value for the customer. So how can we redirect stakeholders, the business, and the project team to concentrate on delivering the greatest value rather than simply meeting dates? Pollyanna Pixton describes the tools she has used in collaboration sessions to help all stakeholders and team members begin the process of adopting customer-centric agile methods. These tools include laying out an end-to-end customer journey, forming reusable decision filters to help prioritize backlogs, converting features into actionable user stories, and developing a solid process for making group decisions and communicating those decisions. Pollyanna shares questions that product owners and managers can use to define the problem while making sure they don’t solve the problem prematurely. After all, that is the responsibility of the delivery team.

WEDNESDAY, NOVEMBER 13, 12:45PM

Reading the Tea Leaves: Predicting a Project’s Future
Payson Hall, Catalysis Group, Inc.

Is a project’s fate preordained? Does a project’s past suggest its likely future? Can anything be done to influence that future when the current signs aren’t promising? Payson Hall has participated in and reviewed many projects during his thirty-year career in software development. Without claiming mystical or magical powers, Payson shares problem symptoms he has observed and discusses strategies for isolating and correcting them. He helps you learn to identify “problem seeds” that can grow into larger issues over time. For example, when a task exceeds its planned duration, questions that might help identify the cause include: Are the people assigned to the task working on something else? Has the schedule shifted the task into holidays, example, when a task exceeds its planned duration, questions that might help identify the cause include: Are the people assigned to the task working on something else? Has the schedule shifted the task into holidays, or do you have a very good plan. So Iris made grand plans, but they all failed to deliver on her dreams and aspirations. She eventually decided in 2011 that she had a remarkable career path that proves that anything is possible. As a dietitian, Iris decided in 2011 that she wanted to learn programming and rapidly accelerated from 0 to 100. Within the first year, she earned several certifications, landed a developer job, and after just six months, was a technical evangelist for the renowned international company Telerik. In less than two years Iris was awarded MicrosoftMost Valuable Professional (MVP) for her contributions in the C# community and is today known for her rapid learning and rather unique, creative, and uplifting teaching style.

THURSDAY, NOVEMBER 14, 8:30AM

Worse Is Better—For Better or for Worse
Kevlin Henney, Independent Consultant

More than two decades ago, Richard P. Gabriel proposed the idea that “Worse is Better!” to explain why some things that are designed to be pure and perfect are eclipsed by solutions that are compromised and imperfect. This is not simply an observation that things should be better but are not, or that flawed and ill-considered solutions sometimes win out over those created with intention. Rather, many solutions that are narrow and incomplete work out better than those seen as comprehensive and complete. Whether programming languages, operating systems, or development practices, we find many examples in software development, some more provocative and surprising than others—Unix, Linux, C, COM, the web, the Wiki, incremental development, and TDD, to name but a few. The Worse Is Better philosophy pre-dates and anticipates agile development, but some of its finer points are still overlooked by agile and fragile projects everywhere. As Kevlin Henney revisits the original premise and question, he shares examples that can teach us new and surprising things.

THURSDAY, NOVEMBER 14, 12:45PM

Learning to Be a Developer—From Day One
Iris Classon, Telerik

When she was little, Iris Classon was told that if you plan to go from 0 to 100 in a short period of time, you need a very good plan. So Iris made grand plans, but they all failed to deliver on her dreams and aspirations. So, when she decided to make a drastic career change from clinical nutritionist to computer programmer without ever having seen a line of code, she decided not having a plan would be her plan—embracing unpredictability and uncertainty instead of fighting it. Iris shares how she went from dietitian to programmer in less than a year, with an intriguing approach to agile learning and personal development. Iris shares the approach she used, contributions to and key players in her success, and the science behind it—how the human mind can help learning and break boundaries. Iris provides you with practical advice on learning, facts on how the mind works, and most importantly, proves that anything is possible—with enough passion and knowledge.
AW1  AGILE LEADERSHIP

The Mindset of Managing Uncertainty: The Key to Agile Success

Ahmed Sidky, SCG, Inc.

The speed of global change and the advancement of technology will continue to increase the uncertainty in our work. Those with an Agile Mindset can manage uncertainty through continuous value-based discovery; those with a Fixed Mindset try to “freeze” things early to decrease uncertainty. Unfortunately, many people never switch their mindset and are doing agile while not being agile. Ahmed Sidky explains that your mindset is at the heart of your day-to-day challenges as you try to manage uncertainty more effectively. He describes how mindset impacts not only the way people think but also how people use agile practices including iterations and estimation. Whether you are just starting your journey to agile or have been doing agile but feel that you are missing some of the underlying theories and concepts behind the practices, this session is for you. Come and examine your mindset for a more productive agile journey.

AW2  AGILE IMPLEMENTATION

Shut Up ‘n Play Yer Guitar Some More

David Hussman, DevJam

History repeats itself as people once again become addicted to process. Today’s difficult problems call for a renaissance of agility, drawing on past success as we invent the future. Real value lies in intentional and contextual selection of agile tools instead of the noise associated with calls to practice “pure agile.” It is time to replace process-based thinking with outcome-based thinking. It is time to stop talking about process adherence and start focusing on product delivery. David Hussman calls on us to heed the audacious Frank Zappa’s challenge to “Shut Up ‘n Play Yer Guitar.” David speaks to selecting tools that foster measurable outcomes like product sales or market change. Topics covered range from product thinking to regression deficit to building teams and connecting programs to portfolios. Warning: If you are looking for an agile love-in, steer clear of this session. If you are looking to be challenged, show up ready to play yer guitar (metaphorically speaking, of course).

AW3  AGILE READINESS

Getting Ready for Your Agile Adventure

Mario Moreira, Agile Consultant

When a team is ready to embark on an agile adventure, it is vital to consider the behavioral and practical aspects of agile prior to jumping in. Mario shares the important readiness factors within his “Ready, Implement, Coach, and Hone” deployment framework. This includes preparing for an agile mindset of culture change and providing insight and knowledge into the challenging decisions that should be made prior to embarking on the adventure. Readiness includes establishing an organizational vision with objectives, embracing agile principles, evaluating buy-in and willingness, considering measures of success, adapting roles and responsibilities, evaluating existing practices, building a scalable agile framework, initiating agile education, and creating a customer validation vision. Outcomes include a better understanding of what can increase your chances for true agile transformation and an Agile Transformation Roadmap to begin or enhance your journey. For those who have already embarked on agile, enhance your current agile direction by understanding readiness factors.

AW4  AGILE TEST & QA

An Automation Culture: The Key to Agile Success

Geoff Meyer, Dell, Inc.

For organizations developing large-scale applications, transitioning to agile is challenging enough. But if your organization has not yet adopted an automation culture, brace yourself for a big surprise because automation is essential to agile success. From the safety nets provided by automated unit and acceptance tests to the automation of build, build verification, and deployment processes, the iterative nature of agile demands a culture of automation across your engineering organization. Geoff Meyer shares lessons learned in adopting a test automation culture as the Dell Enterprise Systems Group simultaneously adopted Scrum and agile processes across its entire software product portfolio. Learn to address the practical challenges of establishing an automation culture at the outset by ensuring that your organizational makeover incorporates changes to your hiring, staffing, and training practices. Find out how you can apply automation beyond the Scrum team in areas of continuous integration, scale and stress testing, and performance testing.
MONDAY, MAY 16, 2023

CONFERENCE SESSIONS

Per Session: 1.25 PDUs

Wednesday, November 13, 10:15am

**BW1 Projects & Teams**

**Patterns of Effective Teams**

*Dan North, Dan North & Associates, Ltd.*

Understanding the dynamics of how teams work and how to make them work better is one of the most difficult problems in software delivery. Adopting agile methods compounds this problem by breaking up groups who used to sit together and forming new cross-functional teams, adding stand-ups, and initiating retrospectives and other new social interactions. Agile also discourages process and technology focused experts in favor of “generalizing specialists.” Dan North describes patterns, models, and techniques for creating and growing successful teams—and organizations—that will deliver great software. Starting with how people of different skill levels operate within teams, Dan guides you through the potential pitfalls and success strategies of agile practices such as stand-ups and pair rotation. He makes a case for less popular activities like code reviews and argues that having local experts and even specialist teams might not be all bad. Find out if the patterns present in your teams are optimized for delivering great software.

**BW2 Business Analysis & Requirements**

**Validating Assumptions: From Unknown to Known**

*Ade Shokoya, AgileTV*

Although many organizations are successfully using agile practices to develop higher quality, customer-satisfying solutions faster and cheaper, an increasing number of companies are using the same practices to develop the wrong solutions—faster and with a higher level of quality, too. Why is that? Even though most people know that assumptions are the mother of all things that go badly wrong, many “agile” adopting organizations still invest time, money, and resources developing “solutions” based solely on assumptions, opinions, and guesses. Typically, in instances where opinions conflict, the person with the “biggest stick” wins—and when things go wrong, the blame game begins. Drawing on agile principles, lean practices, and personal experience, Ade Shokoya shares a scientifically proven approach for validating assumptions and minimizing the risks inherent in software development projects. Leave knowing where to get the empirical evidence that will enable you to confidently support or challenge—in a non-confrontational way, of course—the key assumptions made on your projects.

**BW3 Cloud Computing**

**A Year of “Testing” the Cloud for Development and Test**

*Jim Trentadue, New York Life*

Jim Trentadue describes the first year his organization used the cloud for its non-production needs: development, testing, training, and production support. Jim begins by describing the components of a cloud environment and how it differs from a traditional physical server structure. To prove the cloud concept, he used a risk-based model for determining which servers would be migrated. The result was a win for the organization from a time-to-market and cost savings perspective. Jim shares his do’s and don’ts for moving to the cloud. Do’s include ensure you identify all costs associated with the new cloud infrastructure, implement a risk-based approach to cloud migration, define a governance model, and define Service Level Agreements for your cloud vendor. Jim warns against creating an open-ended environment without a charge-back model to allocate costs and failing to continuously monitor the overall environment. Take back practical and proven recommendations and practices to make your move to the cloud a breeze.

**BW4 Going Mobile**

**The Seven Deadly Sins of Mobile Apps**

*Jonathan Kohl, Kohl Concepts, Inc.*

Mobile applications are exploding in popularity. As mobile apps move from the consumer market to the enterprise, many of us will find ourselves on mobile projects. As the consumer app market has shown, many mobile apps are of poor quality. It’s tempting to think that in more experienced enterprise projects we won’t make those same mistakes, but the mobile world is different. It requires adjustments in analysis, design, development, and testing approaches. Doing what we have done before on successful projects does not guarantee success. Jonathan Kohl describes some of mobile application’s common pitfalls and how to avoid them. Quality issues on mobile applications are important and require each of us to be vigilant to avoid the dreaded buggy release and inevitable #fail rants on social media. If you are a tester, developer, designer, project manager, or decision maker transitioning to mobile projects, this topic is important for you.

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AW5  AGILE LEADERSHIP

Agile Success with Scrum: It’s All about the People

Bob Hartman, Agile For All, and Michael Vizdos, Vizdos Enterprises, LLC

Is it possible to be doing everything Scrum says to do and still fail horribly? Unfortunately, the answer is yes—and teams do it every day. To many, Scrum means concentrating on the meetings and artifacts, and making sure the roles all do their jobs. Bob Hartman and Michael Vizdos explore why success with Scrum means understanding the people who do the work and giving them the tools and environment to do their best in a meaningful way. Drawing from their experiences as agile coaches and Certified Scrum Trainers, Bob and Michael help you better understand and practice the people side of Scrum. They explain ways that the Agile Manifesto interlocks with the five key Scrum people values—commitment, focus, openness, respect, and courage—and relates those values to lean software development principles. By focusing on the people side of Scrum and the lean principles they share, you can transform your Scrum teams into the best they can be.

AW6  AGILE IMPLEMENTATION

I Thought YOU Were Flying the Plane: Preventing Projects from Falling Out of the Sky

Steve Adolph, WSA Consulting

One of the most cherished concepts of the Agile Manifesto is valuing individuals and interactions over processes and tools. Within this idea is the implicit assumption that individuals innately know how to interact. Dramatic lessons from aviation suggest otherwise. During the mid-1960s the frequent crashes of perfectly good aircraft alarmed the world’s airlines. Investigators discovered nothing lacking in the pilot’s “stick and rudder” skills; these accidents were the result of the flight crew’s inability to work as a team. Steve Adolph shares four leadership roles necessary for well managed communications in software development—Sheltering to create quiet, focused time needed to get the job done; Supporting to cover the backs of others; Boundary Spanning to connect the silos of communications; and Drum Beating to prevent communications from grinding to a halt. Some individuals are blessed with “natural leadership” talents, but, no worries, these skills can be learned. Join Steve to discover how.

AW7  IMPROVING THE PROCESS

Adopt Before You Adapt: Learning Principles through Practice

Steve Berczuk, Fitbit, Inc.

Although agile principles sound simple, adopting agile is often extremely difficult. Some teams adopting agile start by making changes and tweaks to prescribed processes—bad! Steve Berczuk explains how following the recommended practices of your chosen agile method for a time will help you internalize the process and leverage the experiences of those who developed the method. Through experience, Steve has discovered that premature customization can lead to more problems and eventually to failure. After discussing the common reasons teams customize methods and tools prematurely and the problems this can cause, he offers guidance about how and when to change an agile process and explains which practices are essential to retain the values and principles that make agile development what it is meant to be. Take back a new appreciation of how following proven agile practices before you adapt them leads to the profound understanding and internalization of the principles that agile requires.

AW8  AGILE TEST & QA

Pivoting Your Testers to Become Agile

Howard Deiner, BigVisible Solutions

Many organizations struggle with transforming from the old-style specialized silos of skills into agile teams with generalized specialists. Without this pivot, we get sub-optimal agile/Scrum environments. Howard Deiner describes what can go wrong when integrating testers properly into an agile organization and how to fix that. Without a proper agile mindset, an organization will “revert to form” and return to their old practices after a frustrating failure to adapt agile. Howard examines the real role of testers in the organization and identifies where they truly add value in the production of quality code. He speaks frankly about the skills that agile testers must master and the issues that organizations have that complicate testers’ lives. Finally, Howard discusses exactly what testers need to do to add value to the software development process and how they integrate in the DevOps model that is a contemporary solution to an age old issue.

AGILE LEADERSHIP

Summit
Managing Multiple Teams at Scale with Scrum and Lean
Alan Shalloway, Net Objectives

Scrum has become very popular in agile development shops, but most organizations that adopt Scrum run into challenges when they expand beyond a few teams. Alan Shalloway believes that you can overcome the challenging patterns of scaling Scrum by focusing on lean-flow (removing delays between the steps of a development organization’s workflow). Alan begins by discussing how cross-functional teams are a manifestation of the lean mantra of removing delays. He discusses ways to manage projects spanning multiple teams, including creating teams that don’t meet the definition of classic Scrum. Alan shows how hybrid methods of Scrum teams working within the context of lean-flow can result in much better coordination of multiple teams than the Scrum-of-Scrums approach. He concludes with a leankanban/Scrum hybrid approach for particularly difficult situations. Join Alan to learn how you can employ lean-flow techniques to improve your Scrum teams’ flow almost immediately.

Data Collection and Analysis for Better Requirements
Brandon Carlson, Lean TECHniques, Inc.

According to studies, 64 percent of features in systems are rarely—or never—used. How does this happen? Today, the work of eliciting the customers’ true needs, which often remains elusive, can be enhanced using data-driven requirements techniques. Brandon Carlson describes why traditional requirements analysis is so difficult and presents a set of seven data collection approaches and analysis techniques you can employ on your projects right away. Learn how to instrument existing applications and develop new requirements based on operational profiles of the current system. Learn to use A/B testing—a technique for trying out and analyzing alternative implementations—on your current system to determine which new features will deliver the most business value. With these tools at hand, you can help users and business stakeholders decide the best approaches and new features to meet their real needs. Now is the time to take the guesswork out of requirements and get the facts.

Make the Cloud Less Cloudy: A Perspective for Software Development Teams
Bill Wilder, Development Partners Software Corporation

With so many technologies branded as “cloud” products, it can be difficult to distinguish good technology from good marketing. The resulting confusion complicates the work of software development teams who are trying not only to architect software effectively but also trying to accelerate building, testing, and delivering software. To cut through this confusion, Bill Wilder defines key cloud terms, compares the different types of clouds, and drills into concrete examples of specific cloud services. Introducing several software architecture concepts and patterns, Bill illustrates how to position applications to run reliably, at high scale (if needed), and with maximum cost efficiency on modern cloud platforms. Specific examples are drawn from the Windows Azure and Amazon cloud platforms, though the concepts are generally applicable. Leave with an understanding of relevant cloud concepts, a better idea of how moving to the “cloud” can impact application architecture, and some practical ideas for exploiting the cloud to improve software development team productivity.

Oh, WASP! Security Essentials for Web Apps
Benny Paul, Cognizant Technology Solutions

The past few years have seen a rapid increase in business efficiency through Web-based applications. Unfortunately, a dramatic increase in the number of web application vulnerabilities has followed. Insecure web applications can be disastrous for mission critical businesses and users’ sensitive data. More than 70 percent of security vulnerabilities are due to flaws in the application rather than firewall breaches. Bennie Paul explains how security testing has become an indispensable part of the SDLC for businesses operating online today. OWASP (Open Web Application Security Project) provides open source tools, code, and materials to develop, test, and maintain application security. Monitoring the "OWASP Top 10" web application security flaws is highly recommended as part of an organization’s testing methodology. Vulnerabilities identified are compared against the organization’s security objectives and regulations, and categorized accordingly for remediation. Benny guides you through the OWASP vulnerabilities, technique, framework, and preventive measures that you can adopt for building better software.
24 PDUs Per Session

Wednesday, November 13, 3:45pm

**AW9** AGILE LEADERSHIP

**Transforming the Large Organization**

*Sara McClintock, Nationwide*

Transforming software development across geographic locations in a large company is difficult. But Nationwide Insurance found a way to successfully implement more than forty agile teams in multiple locations around the United States using their internal Application Development Center. Sara McClintock explains what worked for Nationwide: using Scrum practices, including creating standard work, and lean techniques, using tools such as A3s. Sara provides insight into some of the challenges Nationwide faced and shares some things they should have avoided. With the continued success that Nationwide has experienced in the Application Development Center in the past three years, the company has decided to continue with an Enterprise Transformation that will move their IT organization into full agile software development as they plan, build, and run projects across the company. The goal is to increase productivity, quality, and speed to market using Scrum, XP, lean, and CMMI practices and techniques.

**AW10** AGILE IMPLEMENTATION

**What Agile Teams Can Learn from the Open Source Community**

*Laszlo Szalvay, CollabNet, Inc.*

Many teams have implemented agile practices only to find it has not improved software maintenance, reuse, and quality. More than a decade ago, a group of engineers and thought leaders at HP and CollabNet joined together in a conversation that led to research on the paradox of how underfunded and resource-strained open-source projects were better at addressing these issues than traditional closed-source development organizations. Now, more than thirteen years later, that initial conversation has been formalized into practical and proven techniques that center on increasing shared ownership over code quality, rewarding individual reputation, and helping closed-source organizations map reuse paradigms more purposefully. Laszlo Szalvay shares insights on how to adopt these successful open-source approaches that map to agile practices and how to incrementally introduce these principles within your own organization.

**AW11** IMPROVING THE TEAM

**Organizing a Self-Organizing Team**

*John Lynch, Clashmore Software Solutions*

Your organization is embracing agile. When it comes to adopting the process, your team seems to be doing all the right things. Yet deep down, something still doesn’t seem quite right. As their leader, it could be that you haven’t figured it out either. Perhaps your team is lacking some spark and is reluctant to take on real ownership. What can you do to help the team organize themselves to become the high-performing software development group you know they can be? John Lynch describes six key behaviors for leaders to help teams become high-performing and get themselves organized—Mission, Hot Buttons, Technical Relevance, Buffers, Game Show Hosts, and Persistence. Learn how to navigate the tricky landscape involved in allowing teams to self-organize while realizing improved performance and team morale. Take away tools to improve your software development teams.

**AW12** AGILE TEST & QA

**Test (and More) Patterns for Continuous Software Delivery**

*Andy Singleton, Assembla*

Top web companies employ continuous delivery of software to build and deploy systems faster and gain a marked competitive advantage. You can do it, too! Andy Singleton shares the patterns for testing in real time that result in more frequent and more reliable releases. He explains why you will have to invest seriously in automated tests and shares experiences developing the most time-efficient types of automated tests, setting up a social structure to get the tests you need, and employing existing layers of testing and production monitoring. Then, Andy goes on to describe the strategies and techniques within the development/delivery process that enable continuous delivery: developer code review workflows; specific ways to use Git, Perforce, and Subversion for version control; continuous integration approaches; and more. Join a discussion on the ways continuous delivery changes the roles of developers and testers and accelerates the value you deliver to your business.

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A Mind-Blowing Exploration on How to Make Better Decisions

Iain McCowatt, Barclays

Have you ever watched a medical drama with scenes featuring doctors making split-second, life-or-death decisions? As software professionals, there may be less at stake when it comes to your decisions, yet you often need to act under time pressure, limited information, and conditions of uncertainty. How do you decide whether a particular course of action will help or harm your project? Are you rational? Do you identify, weigh, and compare your options? Or are your decisions more intuitive: Do you size up the situation quickly and simply “know” how to act? Are you aware that—as a human being—your decisions are often susceptible to systematic biases? Through examples drawn from both the medical profession and his work as a software tester, Iain explores alternative decision-making models, the role of intuition, the cultivation of expertise, and debiasing decisions. Join Iain for a mind-blowing dive into how people make choices despite looming uncertainty and potentially dire consequences of a mistake.

Requirements Elicitation—the Social Media Way

Stefano Rizzo, Polarion Software

Agile methods have proven their ability to improve project success rates. However, when agile methods are applied to complex projects, we need to further explore the area of effective customer involvement. According to the agile philosophy, the users must be part of the development team. But, Stefano Rizzo asks: What if there are thousands of users with good ideas dispersed around the globe and around the clock? Can a Product Owner really represent all their interests? At Polarion, Stefano says they have used social media to successfully couple agile methods with more traditional requirements elicitation approaches. After hosting some user conferences, they created a community of users, project managers, and developers. Soliciting and nurturing their discussions regarding the product has created a lot of fuel for requirements definition and refinement process. Key benefits include the involvement of more stakeholders, a better company reputation, and the ability to harvest unusual requirements and unsolicited feedback that are helpful for the release strategy and product usability.

How Experian Revolutionized Product Strategy and Management with Big Data

Emad Georgy and Jeff Hassemer, Experian

Agile discussions often focus on stories, backlogs, development, and testing. At Experian they also brought product strategy management and strategy into the agile fold to ensure their teams were in lock-step with customer requirements and priorities. That resulted in the delivery of Experian’s first big data project—without adding a single new person or “big data expert.” How did they do it? Software development guru Emad Georgy and product guru Jeff Hassemer share their (not-so) kumbaya moments of how they came together and learned about the principles of agile within big data projects—in action. Jeff and Emad describe practical tools specifically focused on customer ROI valuation and developing the science behind embedding customer knowledge and prioritization. In addition, they share the lessons learned along the way as they implemented their first Hadoop/HBase project. Learn the key aspects of the process and practical tools they created and how you, too, can deploy big data within your organization.

The Perimeter of Trust: Exploring Mobile App Security

Grayson Milbourne, Webroot, Inc.

Now, more than ever before, people are using smartphone and tablet apps to assist with their everyday lives. However, they are generally not aware of how their private data is being used or secured. Far too often mobile apps are not encrypting data stored on the device—and even worse, not encrypting data transferred from the device. Apps often collect more data than is necessary to perform their functions. The reasons range from user profiling to data mining for targeted advertising to collecting data for phishing campaigns. With the widespread adoption of BYOD, mobile application security practices have become a huge concern for those responsible for securing corporate data. Join Grayson Milbourne to explore mobile apps across a number of sources, categories, and platforms, and learn which apps are the most secure—and which should be avoided. Along the way Grayson will provide security tips for both app developers and users.

Take full advantage of this educational opportunity by combining your conference with multi-day training classes. Delivered by top experts in the industry, training classes allow you to go in-depth in the subject of your choice. Plus, you save $300 when you combine any training with your conference registration. See page 8 for details.
AGILE LEADERSHIP

Large Agile Transformations: A Roadmap for Lasting Change
Ole Jepsen and Jenni Jepsen, goAgile

Agile methods have gained the attention of leaders as a way to speed time to market and increase motivation. Businesses are looking to agile as a way to achieve organizational change so teams deliver more value faster, and where people’s pride and joy of work are enhanced. However, we know from extensive experience that agile practices by themselves will not lead to this kind of an organizational transformation. What does it take? To drive results and create lasting change, the key is to motivate people about this way of working, and create meaningful communications to get buy-in from stakeholders. Ole and Jenni Jepsen go deeper into the steps for successful agile transformations in large organizations—how to form a transformation team with decision-making power, how to engage with strategic goals and set clear direction, how to get buy-in for new ways of working at every level, and how to involve as many people as possible in the transformation.

DEVOPS

Implementing DevOps and Making It Stick
Alex Papadimoulis, Inedo

If you’ve ever been involved in promoting cultural change within an organization, you may have experienced something even more disheartening than flat-out rejection—a full rollback of hard-won cultural change followed by a decade-long resentment of anyone remotely associated with the implementation. This has happened at countless organizations with agile, with SOA, with virtualization—and it’s starting to happen with DevOps. How can such a simple idea that’s been so successful at so many organizations become such a resounding failure at others? It’s not the organization, and it’s certainly not DevOps. The problem lies in the implementation, and ultimately, with its promoters and champions. Alex Papadimoulis discusses what this “DevOps thing” is all about, goes over the technical and organizational strategies for a successful long-term DevOps implementation, shares a few big failures at big companies, and covers the common and not-so-common pitfalls when promoting this type of cultural change.

IMPROVING THE TEAM

Using Non-Violent Communication Skills for Managing Team Conflict
Pat Arcady, FreeStanding Agility

“Going agile” has transformed thousands of workplaces into groups of self-directed teams, more engaged and increasingly more productive. Knowledge workers report increased job satisfaction, strong team identity, and camaraderie. One of the secrets of high performing teams is their ability to manage conflict in ways that support team cohesion, deepen trust, and reinforce commitment to team greatness. Agile practices value individuals and interactions over processes and tools. Sounds great on paper! How do you live that? How do you work effectively with “difficult people” whether teammates, your boss, or stakeholders in your project? Pat Arcady identifies what is at the core of disagreement, presents a simple four-step protocol for managing conflict, and introduces three key distinctions to make for converting an argument into a meaningful discussion. Practice applying these concepts to your own work situations. This is an experiential session, focused on practical applications for you at your job.

LEAN

Lean Startup Tools for Scrum Product Owners
Arlen Bankston, LitheSpeed

In just a few years, the Lean Startup movement has gained influence by promoting a powerful but simple agile product management toolset—one that complements agile software development approaches such as Scrum and kanban. Arlen Bankston explores the tools and techniques product owners at startup companies and others are employing today for project visioning, experimental design, evaluating new feature impact, prototyping, split testing, and gaining early customer feedback. He demonstrates tools like Google Analytics and reveals where to find and how to exploit “pirate metrics.” With case studies, Arlen illustrates how these approaches have been applied on large and small projects. Because the Scrum Product Owner role is often oversimplified yet difficult to execute well, these techniques have been welcomed in organizations ranging from Silicon Valley startups to the US government and its contractors. Join Arlen and add your name to the list!
**BT1** PROJECTS & TEAMS

**Program Management: Collaborating across the Organization**

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

To be most effective when managing a large program, the component projects should limit their batch size, create networks of people, and report status in a way that works for the entire program. For those of you who are not quite ready for agile, Johanna Rothman explains how to use staged delivery, release trains, or RUP as lean(er) alternatives to waterfall and agile. Johanna explains how to encourage project teams to create communities of practice using their social networks—start with the existing rumor mill and build on it more formally. If you have managed programs in the past, you know you can never believe the Gantt chart, but we persist in using them. Instead, consider a product backlog burnup chart or a cumulative flow diagram. Join Johanna to discover how to use alternative measures of the program status including storyboards and alternative metrics to monitor your program’s state.

**BT2** DESIGN & CODE

**Contextually-Driven System Architecture Reviews**

**Michael Dedolph, Levi Deal Consulting**

When the World Trade Center collapsed, the telephone switching systems in the basement correctly diagnosed which lines were still working and continued to connect calls for several days using backup power. One factor contributing to this remarkable product reliability was the AT&T/Bell Labs practice of early systems architecture reviews. Michael Dedolph shares an architecture review method based on the Bell Labs Systems Architecture Review Board (SARB) process and discusses how that method was institutionalized and managed. The review method is a team process that uses a problem statement developed by the project as the basis for the review. The method is “low tech” and portable. SARB-style architecture reviews can be easily and flexibly tailored to your context. The flexibility of the method makes it suitable for many kinds of systems and problem domains. Take away an appreciation for the method and see if it might be useful in your organization.

**BT3** PERSONAL EXCELLENCE

**Power and Empowerment: Understanding the Principles**

**Esther Derby, Esther Derby Associates, Inc.**

Managers want teams to be empowered but often don’t want to give up their decision-making authority. Teams want to be empowered but may not know how to act on the power they already have. Executives want to drive engagement and action but see only half-hearted compliance. These are examples of power dynamics at play. Esther Derby explains that words won’t matter until people acknowledge power. Once people acknowledge the fact of power, it’s possible to look at how it is affecting people and actions. When we see power, we can see how power can make it harder—not easier—to achieve desired results. Esther explores different definitions of power, where power comes from, and how people respond to power. Learn the two definitions of power and how each affects leadership; the seven sources of power; how the use of power impacts people’s core concerns; and how to boost creativity and productivity by addressing sources of power.

**BT4** TESTING

**Continuous Automated Regression Testing to the Rescue**

**Brenda Kise, Proto Labs, Inc.**

A major concern when developing new software features is that another part of the code will be affected in unexpected ways. With a typical development processes, testers often do not run a full set of product regression tests until late in the release when it is much more costly to fix and retest the product. Continuous automated regression testing to the rescue! Brenda Kise describes the team, project, and organization value and benefits of continuously performing automated regression tests throughout the development process. Brenda explains how this practice saves time and money in the long-run because the team and stakeholders gain an ongoing understanding of the quality of the code base every time a new build becomes available. Brenda describes the different approaches for introducing the practices of continuous automated regression testing into your organization. Find out how to create your immediate feedback mechanism to highlight the new code that creates regression defects.

Reserve your room by Wednesday, October 23, 2013, at the Sheraton Boston Hotel to receive the discounted conference rate. See Page 4 for details.
CONFERENCE SESSIONS

1.25 PDUs Per Session

Thursday, November 14, 2:15pm

**AT5**  THE AGILE ENTERPRISE

**Transforming to Enterprise Agility: A Leadership Practicum**

*Phillip Cave, Microsoft*

The pace of innovation, often hastened by agile software development, has begun to pull entire organizations into the desire and need for more agility. Phillip Cave shares his experiences transforming organizational behavior at the department and enterprise level. He describes the data, tools, approaches, and practices he has used to help leaders and organizations reach higher levels of agility. Going further, Phillip explores the leadership skills needed at all levels of the organization to achieve lasting change. Phillip also shares experiences of when his efforts have not been effective and the lessons he’s learned from these circumstances and environments. Learn why every leader should pay attention to organizational effectiveness and how the culture in an organization can suppress new ideas without considering their value. No matter what level you are in your organization, you will take back new approaches to be a better, more successful change agent.

**AT6**  AGILE REQUIREMENTS

**Speed Grooming Requirements with SAFe**

*André Dhondt, Rally Software Development*

Want your sprint/iteration planning to take less than fifteen minutes (excluding tasking)? The key is in the story writing we do during backlog grooming. Although the Scaled Agile Framework (SAFe) has little to say about story writing, this “speed grooming” practice makes iteration planning a breeze, and better software comes out of the process. André Dhondt shares stories of real-world agile teams using this technique and how they’ve moved to a customer-empathy mindset. How does it work? You need to develop great stories—customer-focused, just barely enough detail, in thin vertical slices, and collectively designed. André reviews story writing and describes how to do the three phases of grooming in under one team-hour a week (typically, two 25-minute meetings) by defining the phases—Exploring, Sizing, and Splitting, plus one off-line activity Naming the Universe. Learn to avoid the overhead of long pre-backlog sessions, reduce Product Owner prep time, and prevent hidden dependencies from bumping a story out to the next iteration.

**AT7**  AGILE DESIGN

**Test-Driven Development for Developers: Plain and Simple**

*Rob Myers, The Agile Institute*

Test-driven development (TDD) is not an easy discipline to establish. However, it provides considerable return on investment for the effort. Rob Myers describes the costs of TDD (the introduction of test-maintenance overhead) and its benefits (greatly improved quality, productivity, and throughput of real value)—but only when the TDD practices are given time to ripen. Rob shares a simple three-step process for establishing the personal and professional discipline required to successfully implement TDD and takes you through a simple yet realistic demo to reveal three core TDD techniques—Triangulation, Fake It, and Obvious Implementation. Rob uses this demo to show how new objects can reveal themselves to developers via “obvious necessity” thus destroying the myth that all TDD design must arise from either specification or refactoring. In this demo, Rob uses Java and JUnit but the principles and techniques described apply to any object-oriented programming efforts in any programming language.

**AT8**  KANBAN

**The Kanban Pizza Game: Maximize Profit by Managing Flow**

*Brad Swanson, Agile42, LLC*

The Kanban Pizza Game is a hands-on simulation designed to teach the core elements of a kanban system—visualize the workflow, limit your work-in-process (WIP), manage flow, make process policies explicit, and improve collaboratively. Join Brad Swanson as the proprietor of your very own pizza shop to experience how kanban helps eliminate bottlenecks, minimize waste, and keep up with customer demand—all while competing against other teams for the title of “Pizza King.” Find out if you can really improve throughput and profit through the sometimes-counterintuitive practices of single-piece flow and limiting WIP. Finally, Brad relates your experience back to the software world to show how kanban can be an evolutionary path to lean-agile development. Whether you are a novice seeking to learn kanban in a memorable way or a seasoned practitioner looking for a great simulation to teach kanban to others, this is the session for you.
BT5  PROJECTS AND TEAMS

Sprinkle on Just Enough Process
Janet Gregory, DragonFire

How do you know if you have too much process, too little, or just the right amount? If you ignore process completely, unpredictability and chaos can follow. If you define the process to the nth degree and follow it religiously, the work grinds to a halt. Janet Gregory shares her experiences about how to find the tastiest balance of process and creativity for your projects and organization. She proposes that a formally defined process is sometimes necessary, but that it should be the exception. Explore with Janet the many variables—team size, complexity, criticality, organization structure, and culture—you must assess to find just the right balance. Learn how to make existing processes better by adding visibility to the process, getting team members’ input, and adapting documentation you need. Learn how to transform complicated processes into simpler ones—such as reporting a simple “thumbs up” or “thumbs down”—and go home with new tools to sprinkle on just enough process.

BT6  DESIGN & CODE

Avoiding Overdesign and Underdesign
Alan Shalloway, Net Objectives

The question of how much design to do up-front on a project is an engaging one. Too much design often results in overkill, complexity, yeaand wasted effort. Too little design results in insufficient system structures that require later rework, additional complexity, and wasted effort. How can we know what the right balance is? Alan Shalloway shows how to use advice taken from Design Patterns, coupled with the attitude of not building what you don’t need from agile. The trick is in observing potential variation, how it may affect you in the future, and then how to isolate these risks in a simple manner. Alan describes the essence of emergent design—that is, start with a simple design and let it evolve as the requirements evolve. He also demonstrates how to refactor to achieve better designs and how this is different from refactoring bad code.

BT7  PERSONAL EXCELLENCE

Building Your Own Personal Brand
Jennifer Bonine, tap|QA, Inc.

Unfortunately, many people focus solely on their jobs and day-to-day task delivery rather than building their career. This often results in careers that happen by accident, rather than by design. How can you build a personal brand that you can refer to when making conscious choices about your next career move? How can you build your dream career while delivering the greatest value to your organization? Jennifer Bonine describes the tools she uses in leadership sessions to help people begin the process of defining their own personal brand. These tools include laying out a personal impact statement, creating your personal tag line, asking for what you want, developing a solid process for making career directional decisions, and communicating those decisions to your leaders. Jennifer shares techniques that can be used by any individual who is looking to map the next career move—and then to create an action plan to get there.

BT8  METRICS

How to (Effectively) Measure Quality across Software Deliverables
David Herron, DCG

How do you properly compare the quality of two or more software deliverables without an accurate normalizing metric? The answer: You can’t. Example: If project A has one-hundred defects and project B has fifty defects, do you automatically assume project B is a higher quality deliverable? Although the number of defects is often the end user’s quality perception, defect counts may not be the right measure. An effective normalizing metric allows you to accurately measure and compare quality levels across software deliverables. David Herron explains how to quickly and easily incorporate this important normalizing metric into your development process to start measuring and improving the quality of your software deliverables. You’ll have a new tool for managing end user expectations regarding software quality in relation to the value the software delivers. Even more, you can use this normalizing metric to predict software quality outcomes or delivery dates and to establish service levels for software quality.

Networking opportunities allow you to meet your colleagues and speakers: breakfasts, lunches, breaks, receptions, speaker book signings, Presenter One-on-One, Meet the Speakers, and more. See Page 18 for details.
AT9  THE AGILE ENTERPRISE

Lessons from Busting Organizational Silos

Tricia Broderick, Santeon Group

We’ve all heard of the evils that can result from organizational silos—bottlenecks, inefficiencies, and the “us vs. them” mentality. Perhaps you’ve been a victim. As Tricia Broderick repeatedly experienced value from busting individual project team silos, she naturally wanted to expand her busting across the entire organization. Not surprisingly, this turned out to be anything but simple. What surprised her was how many challenges resulted from falling victim to both faulty logic and prior successes, including halting a team’s progress out of concerns of sub-optimization. Join Tricia as she shares examples of successes and failures in attempts to bust organizational silos. Leave with more informed views on whether organizational silos are good, bad, or even necessary. Gain an appreciation that failure may be the best opportunity for growth, and laughter may be the best medicine for getting back up and trying again.

AT10  AGILE REQUIREMENTS

ATDD: Stop Testing at the End

Nate Oster, CodeSquads

Even the fastest agile teams can struggle when they "test at the end." As automation efforts fall behind, untested features pile up—and so does the pressure to cut corners. In contrast, Acceptance Test-Driven Development (ATDD) "tests first" by writing automated specifications for a new feature using concrete examples in plain language. This approach focuses everyone—from analysts and customers to developers and testers—on the same definition of "done." Join Nate Oster as he explains his skeptical journey from traditional testing to ATDD. Nate shares the hard-won wisdom and real-world problems of successful test-driven teams from startups through multinationals. Traditional test scripts obscure the behavior of your product with long procedures and technical details. With ATDD, we briefly describe even complex behaviors using specific examples. At each stage of the agile testing journey, Nate illustrates how you can apply these practices right away with your own teams.

AT11  AGILE & COTS

Step Away from the Waterfall: Using Agile for COTS Implementations

Jason Fair, Genesis Consulting

Have you wondered how to deliver your COTS projects quicker and realize their business value sooner? How do you remove all of the “ceremony” and "waste" of the implementation process, while maintaining the integrity of the delivered COTS package? Commonly, traditional waterfall project methodologies are used to implement comprehensive COTS projects. However, many of these implementations finish late and over budget. Stakeholders are often disappointed at the quality of the delivered product and the reduced or delayed realization of benefits. Jason Fair shows how you can use lean principles and agile techniques to create a high performing COTS team that will deliver increased value and higher quality products to your stakeholders in a shorter period of time. Learn how to get started with your team and build a proof of concept that will immediately deliver results. Discover how to incorporate a comprehensive quality assurance program into your lean-agile COTS project and delight your customers.

AT12  SCRUM

Demystifying the Role of Product Owner

Bob Galen, RGalen Consulting

Have you ever wondered what makes a good Product Owner? It’s a broad and deep role that is often filled with a hodgepodge of differently skilled individuals. Many organizations struggle to understand its importance as they scale their agile transformations. What about exceptional Product Ownership? What does that entail? In this highly collaborative session, Bob Galen explores the Four Quadrants of Effective Product Ownership—Product Management, Project Management, Leadership, and Business Analysis. Each of these critical aspects of the Product Owner role supports the agile team. Together, they lead to well-constructed product backlogs with an emphasis on creating high quality and high value products. Leave this session with a better understanding of the breadth and depth associated with outstanding Product Owners, a newfound respect for how challenging the role is, and with immediate insights and actions for improving your organization’s Product Ownership.

“I feel this conference embodies what is going on in the industry RIGHT NOW and is very relevant. It also provides a springboard for shaping future thinking and direction.”

—Jeff Hall, Quality Assurance Manager, Henry Schein

“From beginner to expert there was something for everyone.”

—Rob Frisbie, Software Project Engineer, Gentex
Growing a Learning Organization from the Bottom Up
Matt Barcomb, odbox

Learning organizations seem like a great idea to just about everyone. But how do you actually create them? In many organizations, attempting to promote learning can seem daunting at best and impossible at worst—especially when you don’t feel particularly empowered to do so. Matt Barcomb focuses on what you can do from multiple perspectives. He first discusses what a learning organization is and why the concept is important for the future of many organizations. Next, Matt shares approaches and considerations for growing learning environments, including common organizational pitfalls. Then, he reviews various ideas he has seen or been a part of putting into practice in the real world. Learn techniques that cover areas from product development to creating organizational programs for both individuals and teams. Finally, work together in small groups to discover tangible learning ideas that you can quickly and practically put into practice when you return to work.

When Code Cries: Listening to Code
Cory Foy, Cory Foy, LLC

What is the best way to learn a new programming language or improve coding skills with the language you already use? Cory Foy has developed a new method for learning—and teaching—new programming languages and improving programmer expertise on their current languages. His approach focuses on preparing the learner to listen to what the code is saying and, thereby, changing how we approach the language. To learn a natural language, we would not start by studying prepositions, nouns, and verbs. Instead we would apply real-world scenarios: ‘How do I say, “Where’s the kitchen” in German?’ In the same way, we need a directed approach to study and absorb code examples to gain insight into what the programming language wants our code to say. With Cory’s “listening” approaches, you’ll help your code to come alive by naturally resolving the forces that are present in the problems you are working to solve.

The Personal A3 Approach for Developing People
Bob Payne, LitheSpeed

Organizations invest high levels of effort setting up elaborate employee performance tracking systems. In fact, these costly and onerous processes may even drive the wrong behaviors if inappropriate metrics are selected or employees learn to game the system. However, a simpler and more effective approach to personnel development is right in front of us. Bob Payne describes the Lean A3 problem solving and communication tool that can be used to improve processes and create a learning culture. This same tool can be used as a lightweight approach to develop individuals by generating actionable learning plans. Using the Personal A3 approach, employees evaluate their strengths, identify skills gaps, and plan for personal growth. Managers assist as mentors as they work with employees on their Personal A3, offering suggestions and helping align their growth plans with organizational goals. Practice creating your own Personal A3.

Measure Customer and Business Feedback to Drive Improvement
Paul Fratellone, uTest

Companies often go to great lengths to collect metrics. However, even the most rigorously collected data tends to be ignored, despite the findings and potential for improving practices. Today, one metric that cannot be ignored is customer satisfaction. Customers are more than willing to share their thoughts in a manner that can impact your bottom line. Social media gives consumers a stronger voice than ever, and damage to your brand is only one tweet away. The question is: Are you listening to your customers? Paul Fratellone helps you break down current process metrics so you can build them back up with business and customer value at the forefront. With feedback on how well you are attaining your objectives, you can create a powerful action plan for change that will receive the attention it deserves. If you are serious about improving the value of your projects to the business, join this session and let the right data drive your improvement actions.
The Agile Leadership Summit is your chance to join your peers and agile industry veterans—to explore the unique challenges facing software development leaders as they transform organizations to support agile methods. You'll hear what's working—and not working—for them and have the opportunity to share your experiences and successes.

**THURSDAY, NOVEMBER 14**

5:30 Welcome Reception—Summit Ice Breaker: Think Tank Issues Identification

6:00 Let the Business Drive: The Key to Large-scale Agile Transformation

Ole Jepsen, Partner, goAgile

In a world where there's still a divide in large organizations between business and IT, can a transformation to agile succeed if IT is leading the effort? Ole Jepsen says no. In Ole's experience working with some of the largest companies in Scandinavia, real agile culture shifts come only when the business drives the initiative. From process to culture Ole shares his experiences—the good, the bad, and the ugly—when it comes to agile transformations in large organizations. He discusses why having a "transformation team" comprised of leaders from the business makes it work; how to help the business focus more on value—optimizing and maximizing benefits—and less on the details; and the challenges business leaders face having to carefully balance setting direction vs. telling people what to do, between interfering too much and intervening too late, and overcoming old ways of communicating to become more transparent in how they lead.

**FRIDAY, NOVEMBER 15**

7:30 Registration and Breakfast

8:30 Welcome

8:45 Kicking and Screaming: Moving to Business Agility

Sue McKinney, VP Global Engineering, Pitney Bowes

Facing a rapidly declining hard copy mail market, Pitney Bowes moved to digital mail and in the process transitioned from a waterfall hardware culture to an agile software culture. When Pitney Bowes was a monopoly, they decided what the customers wanted. After the transition, they had to switch to listening to customer needs, while convincing customers they can provide communication services digitally. To reset this culture, Sue McKinney used tools including touch point mapping, presenting user interface prototypes to executives, and confronting their old ideas with "Is this what our customers want?" Within the agile adoption, Sue provided total transparency at all levels of the organization to calm the fears of the "Are we making progress?" segment while using the Net Promoter Score metric to gauge customer satisfaction. Sue describes the process she used to refocus internal service teams from a strategy of just reducing costs to one of exceeding customers' expectations.

9:30 My Favorite Mistakes

Tricia Broderick, Agile Learning Facilitator, Santeon

Many believe that a person can and should learn from failure. Despite embracing the value of failing and learning for her own growth, Tricia Broderick struggled early in her career to incorporate learning for an individual and/or team as part of her leadership responsibilities. Focusing on preventing mistakes within a team brings with it the unfortunate side effect of not allowing the team to naturally learn, grow, and thrive through experience. Today, Tricia shares her professional stories that emphasize why preventing mistakes not only negatively impacts teams but also disrupts core components of leadership. With each reflective story, Tricia shares honest admissions, incorrect assumptions, and actions that she now takes to help ensure the culture of learning is a reality. Join Tricia as she highlights her favorite mistakes through accountability mixed heavily with laughter and maybe even a few tears.

10:15 Break and Prioritization of Think Tank Issues

10:45 Think Tank Session: Solutions to Top Issues in Roundtables

11:45 Lunch Buffet

12:15 Panel (during lunch)—Advice for Leaders: Leading Culture Change

1:15 Agile with the Brain in Mind: Motivating People To Create Lasting Change

Jenni Jepsen, Partner, goAgile

Agile works not only to deliver the right product faster but also to increase people's motivation. Enhancing communication and collaboration are critical to the process. But often there's pushback from management about not having the resources to spend on these "nice-to-have, soft skills." What if we could prove these skills are the reason we can reap the benefits of agile and create lasting change? Jenni Jepsen found the proof—hard scientific proof—about why we feel more intrinsically rewarded when we have the overview and ownership. Jenni shares the neuroscientific evidence—a far more accurate view of human nature based on breakthroughs in how our brains work, how we are motivated, and how to create lasting change. Learn how you can apply this knowledge about the brain to help people adapt better to change and shift mindsets to become more agile.

2:00 Networking Break

2:30 Speaker Round Tables for a focused Q&A session

3:15 Wrap Up

Informal Discussions with speakers and attendees continue around the pool.
THE EXPO  November 13-14

Visit Top Industry Providers Offering the Latest in Software Solutions

Looking for answers? Take time to explore the combined 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.

VISIT the EXPO

Wednesday, November 13
11:00am–2:30pm
3:30pm–6:00pm

Thursday, November 14
9:30am–2:30pm

Expo Reception
Wednesday 5:00pm–6:00pm
All attendees are invited to the Expo reception for complimentary food and beverages.

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CONFERENCE PRICING

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<td>$1,695</td>
<td>$1,745</td>
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<tr>
<td>1 Tutorial Day</td>
<td>$895</td>
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<td>Agile Leadership Summit Only</td>
<td>$985</td>
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<tr>
<td>Add Agile Leadership Summit (Friday) to any Conference package</td>
<td>$595</td>
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| TRAINING |
|------------------------------------------|------------------------------------------|------------------------------------------|
| Software Tester Certification—Foundation Level + Conference (includes $250 fee for ISTQB exam) | **$3,740** | $3,840 | $3,940 |
| Certified ScrumMaster Training (CMP) + pmi-ACP® + Conference | **$3,490** | $3,590 | $3,690 |
| Product Owner Certification + 1 Tutorial Day + Conference | $3,190 | $3,340 | $3,490 |
| Agile Tester Certification—ICAgile + 1 Tutorial Day + Conference | $3,190 | $3,340 | $3,490 |
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<table>
<thead>
<tr>
<th>Number of Team Members</th>
<th>Regular Pricing</th>
<th>Super Early Bird Pricing (by September 13, 2013)**</th>
<th>Group Savings</th>
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<td>20+</td>
<td>$1,746</td>
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<td>30%</td>
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**Full payment must be received by deadline date

PAYMENT INFORMATION — The following forms of payment are accepted: Visa, MasterCard, American Express, Discover, check, or US 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 email upon payment by check, credit card, or company purchase order. Payment must be received at Software Quality Engineering on or before September 13, 2013, to qualify for Super Early Bird rates listed above. All credit card information is encrypted and sent to us using the latest in security methods, so online ordering with Software Quality Engineering is safe and secure.

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