Full Research Papers

Examining the Foundations of Agile Usability with eXtreme Scenario-Based Design ........................................................................................................3

  Jason Chong Lee, D. Scott McCrickard, and K. Todd Stevens

The Importance of Identity and Vision to User Experience Designers on Agile Projects ......................................................................................................11

  Johanna Kollmann, Helen Sharp, and Ann Blandford

Easing Team Politics in Agile Usability: A Concept Mapping Approach .........................................................................................................................19

  Jeremy T. Barksdale, Eric D. Ragan, and D. Scott McCrickard

Supporting Program Comprehension in Agile with Links to User Stories ......................................................................................................................26

  Sukanya Ratanotayanon, Susan Elliott Sim, and Rosalva Gallardo-Valencia

XP Customer Practices: A Grounded Theory ..................................................................................................................................................33

  Angela Martin, Robert Biddle, and James Noble

Extreme Product Line Engineering: Managing Variability and Traceability via Executable Specifications ........................................................................41

  Yaser Ghanam and Frank Maurer

Improving General Knowledge in Agile Software Organizations: Experiences with Job Rotation in Customer Support .............................................49

  Tor Erlend Fægri

The XP Customer Team: A Grounded Theory ...........................................................................................................................................57

  Angela Martin, Robert Biddle, and James Noble
Experience Reports

Agile and Organizational Culture

Shock Therapy: A Bootstrap for Hyper-Productive Scrum ................................................................. 69
    Jeff Sutherland, Scott Downey, and Bjorn Granvik
Scrum 911! Using Scrum to Overhaul a Support Organization ............................................................. 74
    Bhaven Sheth
Covert Agile: Development at the Speed of... Government? ................................................................. 79
    David Morgan
A Peek into an Agile Infected Culture ....................................................................................................... 84
    Chirag Doshi and Dhaval Doshi
Enterprise Agile Transformation: The Two-Year Wall ........................................................................... 90
    Chuck Maples
How the FBI Learned to Catch Bad Guys One Iteration at a Time ......................................................... 96
    Justin Babuscio
How Being Agile Changed Our Human Resources Policies ..................................................................... 101
    Clement James Goebel
Weaponized Scrum .................................................................................................................................... 107
    Michael Marchi
Agile at Yahoo! From the Trenches ........................................................................................................... 113
    Mun-Wai Chung and Brian Drummond
Growing an Agile Culture from Value Seeds ............................................................................................ 119
    Paul Ingalls and Troy Frever
We Are Naked Volunteers: How an Agile Users Group Rediscovered Itself ........................................ 125
    Ron Morsicato

Agile Adoption

The Covert Agilist ...................................................................................................................................... 131
    Kenneth Robert Howard
Accidental Adoption: The Story of Scrum at Amazon.com ..................................................................... 135
    Alan Atlas
The Amazing Team Race—A Team Based Agile Adoption ....................................................................... 141
    Gabino Roche and Belkis Vasquez-McCall
An Executive Scrum Team .......................................................................................................................... 147
    Alexandre Magno Figueiredo
Adopting Agile in an FDA Regulated Environment ............................................................................... 151
    Rod Rasmussen, Tim Hughes, J.R. Jenks, and John Skach
The Inkubook Experience: A Tale of Five Processes ............................................................................. 156
    Eric R. Willeke
25 percent Ahead of Schedule and just at “Step 2” of the SAMI .......................................................... 162
    El-Mohanned Ahmed and Ahmed Sidky
The Bold, New Extreme Programming Experiment—Now in its Ninth Year .................................................................170
Brian Spears

Use of Agile Methods in Software Engineering Education .........................................................................................174
David F. Rico and Hasan H. Sayani

Descending from the Architect's Ivory Tower ..............................................................................................................180
Andrew Rendell

Applying the Dreyfus Model of Skill Acquisition to the Adoption of Kanban Systems at Software Engineering Professionals (SEP) ........................................................................................................186
Christopher M. Shinkle

Agile Frontier

Collaborative Agile Contracts .........................................................................................................................................195
Lars Thorup and Bent Jensen

An Agile Development Team's Quest for CMMI® Maturity Level 5 ........................................................................201
Sean Cohan and Hillel Glazer

Agile Product Management

Transitioning from Agile Development to Enterprise Product Management ............................................................209
Marie Kalliney

Strategies for Replacing Systems in Agile Projects ..................................................................................................214
Niklas Björnerstedt

Marriott's Agile Turnaround ...........................................................................................................................................219
Jesse Fewell

From Cradle to Sprint: Creating a Full-Lifecycle Request Pipeline at Nationwide Insurance .....................................223
Kevin G. Fisher and Arlen Bankston

Roadmap Transformation: From Obstacle to Catalyst .................................................................................................229
David Wilby

Coaching

Organically Growing Internal Coaches .........................................................................................................................237
Alan Padula

Customers and Business Value

Surviving the Economic Downturn ............................................................................................................................245
Justin D. Davis and Timothy J. Andersen

The Failure of the Off-shore Experiment: A Case for Collocated Agile Teams .......................................................251
Beth Cohen and Mark Thias
Developer Jam

Creating Habitable Code: Lessons in Longevity from CruiseControl
Paul Julius and Jeffrey Fredrick ........................................... 259

Exploring Synergistic Impact through Adventures in Group Pairing
Ken Kolchier ........................................................................ 265

We Didn’t Quite Get It ....................................................... 271
Brian Victor and Noah Jacobson

Distributed Agile

Fully Distributed Scrum: Linear Scalability of Production between San Francisco and India
Jeff Sutherland, Guido Schoonheim, N. Kumar, V. Pandey, and S. Vishal ................. 277

From CMMI and Isolation to Scrum, Agile, Lean and Collaboration
Mads Troels Hansen and Hans Baggesen ........................................... 283

From Anarchy to Sustainable Development: Scrum in Less than Ideal Conditions
Isabelle Therrien and Erik LeBel ................................................ 289

Experiences Applying Agile Practices to Large Systems
Harry Koehnemann and Mark Coats ............................................. 295

Leadership and Teams

Iterating a Team in Flux ...................................................... 303
Sharlene McKinnon

Influence of Large-Scale Organization Structures on Leadership Behaviors
Erik Moore ........................................................................... 309

Hook, Line and Sinker: The Role of Line Management in Relation to Agile Teams
Philip Abernathy .................................................................... 314

Feature Teams—Collaboratively Building Products from READY to DONE
Andre Frank and Charles Hartel ............................................. 320

Manifesting Agility

Scrum in Church: Saving the World One Team at a Time
Arline Conan Sutherland, Jeff Sutherland, and Christine Hegarty ......................... 329

Scrum and CMMI—Going from Good to Great
Carsten Ruseng Jakobsen and Jeff Sutherland ........................................ 333

Agile Won’t Work: Implementing Agility in Non-standard Teams
Daniel B. Markham .................................................................. 338

Agile Practices for Families: Iterating with Children and Parents
David Starr and Eleanor Starr .................................................. 344
Take No Prisoners: How a Venture Capital Group Does Scrum ........................................ 350
   Jeff Sutherland and Igor Altman
Growing PMI® Using Agile .......................................................... 356
   Jesse Fewell

Testing

History of a Large Test Automation Project Using Selenium ........................................ 363
   Chris McMahon
Enabling Agile Testing through Continuous Integration ............................................. 369
   Sean Stolberg
Herding Cats: Managing Large Test Suites ............................................................. 375
   David Kessler and Timothy J. Andersen

Tools for Agility

Leveraging Maven 2 for Agility ........................................................................ 383
   Timothy J. Andersen and Luke E. Amdor
Killing the Gatekeeper: Introducing a Continuous Integration System .................. 387
   Francis J. Lacoste

User Experience

Improving Obama Campaign Software: Learning from Users ................................. 395
   Billy Belchev and Paul Baker
Adopting an Agile Culture ................................................................................. 400
   Lily Cho
5 Users Every Friday: A Case Study in Applied Research ...................................... 404
   Tom Illmensee and Alyson Muff
Software Development for Disney Animated Feature Film Production .................. 410
   Rajesh Sharma and Brian Wherry
Adopting an Agile Culture—A User Experience Team’s Journey .......................... 416
   Lily Cho

Author Index