Index

access collaboration, 42
expert users, 34–36
activities chartering, 117
building teams, 117–119
Exploratory 360°, 120
planning initial projects, 121–122
shaping methodologies, 121
cycles, 113
non-bottleneck, 226
actor-goal lists, 167–168
add-on practices, 303
administration add-on practices, 303
agile development, 264–265
auditor’s report conclusions, 297–298
findings, 293–296
recommendations, 297–298
scope, 293
camera calibration, 278
CMM(I), 252–254
code, 233
collaboration, 42
configuration, 8, 11, 37–40
conventions, 148–149
coordinators, 153
iteration, 163–164
project maps, 154
project status, 159–161
release plans, 155–158
risk lists, 162
viewing schedules, 166
cycles, 112–117
chartering, 117–122
daily and weekly, 131
delivery, 123–125
development episodes, 132
integration, 130
iteration, 126–128
process overview, 133
distributed teams, 269–261
executive sponsors, 118
field reports
analysis, 285–286
calendar, 281–282
chronology, 270–274
comments, 296–297
completeness, 283
compliance, 284–285
consolidation, 282–283
CP entry and edit, 280–281
evaluation, 287–289
executive summary, 269–270
first planning meeting, 274–276
reflection workshops, 278–279
viewing meeting, 277
walking skeleton, 276–277
fixed-scope, 263
descriptions, 235–239
focus of, 243–244
misinterpretations, 205
Code ownership, 216
communication, 208, 212
delivery, 213
demo deliveries, 210
infrastructure, 209
iterations, 206–207, 218–219
milestones, 214
mission statements, 215
regression testing, 217
planning, 47, 73
projects, 228
See also projects
properties, 17–18
Automated Testing, 37–40
Easy Access To Expert Users, 34–36
Focus, 32–33
Frequent Delivery, 19–20
Osmotic Communication, 24–28
Personal Safety, 29–31
Reflection workshops, 22–23
reflection workshop results, 151
rules, 2–5, 7–16, 233
RUP, 248–251
safety, 258
samples, 144
Scrum, 246–248
starting, 266
strategies Blitz Planning, 68–74
burn charts, 94–100, 102–107
daily stand-up meetings, 78
Delphi Estimation, 76–77
Early Victory, 48
essential interaction design, 79–81, 83–90
Exploratory 360°, 46–47
Incremental Rearchitecture, 51–53
Information Radiators, 54–57
Methodology Shaping, 60–63
Process Miniatures, 91
reflection workshops, 65–67
side-by-side programming, 92–93
Walking Skeleton, 50
summary sheets, 240
UML, 256–257
XP, 244–245
agile development essential interaction design strategy, 79–81, 83–90
rating, 284–285
Agile Development Manifesto, 10
allocation of teams to roles, 148–149
amalability, 42
analysis activities, 113
agile development, 264–265
Blitz Planning strategy, 68–74
course grained, 153
design, 295
development, 295
field reports, 285–289
fine-grained, 153
first planning meeting, 274–276
incremental releases, 86
initial projects, 121–122
iteration, 163–164
iterations one-week, 126–127
two-month, 129
projects, 47, 73
release plans, 123, 155–158
virtualizing user roles, 81
architecture IE, 9
Incremental Rearchitecture, 51–53
RUP, 248
system, 183
Walking Skeleton strategy, 49
user, 256–257
assignment of roles, 149
See also roles
auditor’s report
conclusions, 297–298
findings, 293–296
recommendations, 297–298
scope, 293
automated testing, 8, 18, 37–40
regression testing, 6
availability, 14, 211
backlogs, dynamic, 246
behavior, stages of, 9
billing, block time, 172
Blitz Planning strategy, 13, 68–74
block time billing, 172
brainstorming, 70
bug reports, testers, 199
building teams, 117–119
burn charts, 94–100, 102–107
burn-down charts, 160
business experts, 138, 167–168
requirements files, 169–172
user cases, 174–175
business-value sampling, 46
calibration, 281–282
CamCal, 293
camera calibration
mission statement, 146–147
project, 278
capturing output, 74
tasks, 84
user roles, 81
certification, 244
chapter formats, methodologies, 241
chartering, 117
Exploratory 360° strategy, 46, 120
initial project planning, 121–122
methodology shaping, 121
RUP, 248
team building, 117–119
charts
burns, 94–100, 102–107
project status, 160
check-in meetings, 126
chronology (field reports), 270–271
calibration, 281–282
completion, 283
consolidation, 282–283
CP entry and edit, 280–281
Exploration phases, 273–274
first planning meeting, 274, 276
reflection workshops, 278–279
viewing meetings, 277
walking skeletons, 276–277
CMM(I) certification, 244, 252–254
course grained planning, 153
code, 233
changes, 172
code (cont.)
evolvability, 243
feedback, 229
framework estimation, 77
frequent delivery, 19–20
ownership, 216
personal safety property, 212
refactoring, 39
rules, 233
source, 191
testing, 13, 196–198
cohesion, building, 30
collaboration, 31, 42
comments
field report, 288–289
project status, 159–161
common domain models, 188–189
communication
close, 24
customer, 295
daily stand-up meetings, 78
distributed teams, 260–261
efficiency of, 225
elements, 216
feedback, 225. See also feedback
Information Radiators strategy, 54–57
large teams, 262
misinterpretations, 208, 212
osmotic, 2, 8, 16, 24–28
paths, 12, 16
problem solving techniques, 4
reflective improvement, 7
Scrum, 246–248
side-by-side programming, 92–93
completion, 283
delivery cycle, 124–125
iteration cycle, 127
compliance, 11
field report, 284–285
ISO 9001, 295
components
system architecture, 183
UML, 256–257
conclusions, auditor’s report, 297–298
concurrent development, 112, 226, 228
cone of silence, 28
configuration
automatic testing, 37–40
control of changes, 297
esential interaction design strategy, 79–81, 83–90
inputs, 295
management, 8, 11
notes, 192–195
outputs, 296
planning, 295
reviews, 3, 6, 296
rules, 3. See also rules
testing, 5
trust, 212
validation, 297
verification, 296
consolidation, 282–283
continuous integration-with-test, 37
contracts, services, 171–172
control of changes
design, 297
development, 297
conventions
habitability, 303
shaping, 121
teams, 148–149, 238
coordinators, 138, 153
iteration, 163–164
project maps, 154
project status, 159–161
release plans, 155–158
risk lists, 162
viewing schedules, 166
costs
decisions, 228
development, 226–228
CPs (correspondence pairs), 280–281
critical aspects of development, 228
criticality, 233
current assignments, 16
customer communication, 295. See also
communication
cycles
daily, 131
delivery, 113
development, 113
iteration, 113, 218–219
demoo misinterpretations, 210
frequent, 8, 19–20, 247
increments, 12
iterations, 13
misinterpretations, 213
multiple, 113
packages, 191
plans, 4
postdelivery reflection workshops, 128
real user deployment, 124
release plan recalibration, 123
safety, 303
workflow dependency graphs, 111
Delphi Estimation strategy, 76–77
demos, 4, 210
dependency graphs, 111
deployment, 124. See also delivery
description of elements, 235–239
design, 13
automated testing, 37–40
control of changes, 297
esential interaction design strategy, 79–81, 83–90
inputs, 295
management, 8, 11
notes, 192–195
outputs, 296
reviews, 3, 6, 296
rules, 3. See also rules
testing, 5
trust, 212
validation, 297
verification, 296
designer-programmers, 138, 142, 178–179
current domain models, 188–189
delivery packages, 191
design notes, 192–195
screen drafts, 181–182
source code, 191
tests, 196–198
videos, 13
domains
common models, 188–189
models, 46
drafts, screen, 181–182
drawings, common domain models, 188–189
duration of projects, Process Miniature
strategy, 91
dynamic backlogs, 246
Early Victory strategy, 20, 48
Easiest Thing First, Hardest Second strategy, 48
easy access to expert users, 8
economic consequences of decisions, 228
inging, 5, 280–281
efficiency, 232, 243
development, 303
methodologies, 233
non-bottleneck activities, 226
of communication, 225
element-by-element descriptions, method-
ologies, 235–239
elements
communication, 224
evaluation, 224
empirical evidence, grounding, 223–231
duction of functions, Walking Skeleton
strategy, 49
entries, CPs, 280–281
episodes, development, 132
errors
bag reports, 199
continuous integration-with-test, 37
esential interaction design, 79–81, 83–90
estimation
Delphi Estimation strategy, 76–77
tasks, 70
evaluation
agile development, 264–265
field reports, 285–289
exchanges, information, 225
executive sponsors, 68–74, 118, 140. See also
management
executive summaries, 269–270
Expert in Earshot strategy, 28
expert users, 119, 138–140, 167–168. See also
users
access, 8, 34–36
availability, 211
Blitz Planning strategy, 68–74
collaboration, 42
feedback, 229
user role models, 176–177
expertise rankings, 76–77
Index
## 310

**Index**

<table>
<thead>
<tr>
<th>Key Property</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>face-to-face communication</td>
<td>225</td>
</tr>
<tr>
<td>feedback</td>
<td>209</td>
</tr>
<tr>
<td>Extreme Programming (XP)</td>
<td>3, 235–245</td>
</tr>
<tr>
<td>feedback, 209. See also communication increasing</td>
<td>225</td>
</tr>
<tr>
<td>exploratory 360° strategy</td>
<td>46–47, 120</td>
</tr>
<tr>
<td>exploration phase</td>
<td>273–274</td>
</tr>
<tr>
<td>initialization</td>
<td>121–122</td>
</tr>
<tr>
<td>inputs</td>
<td>295</td>
</tr>
<tr>
<td>inspections</td>
<td>89</td>
</tr>
<tr>
<td>integration</td>
<td>8</td>
</tr>
<tr>
<td>automated testing</td>
<td>37–40</td>
</tr>
<tr>
<td>continuous integration-with-test</td>
<td>37</td>
</tr>
<tr>
<td>cycles</td>
<td>130</td>
</tr>
<tr>
<td>frequent</td>
<td>20</td>
</tr>
<tr>
<td>periods</td>
<td>113</td>
</tr>
<tr>
<td>workflow dependency graphs</td>
<td>111</td>
</tr>
<tr>
<td>intentions</td>
<td>211</td>
</tr>
<tr>
<td>interaction</td>
<td>217</td>
</tr>
<tr>
<td>essential interaction design</td>
<td>79–81, 83–90</td>
</tr>
<tr>
<td>interface</td>
<td>225</td>
</tr>
<tr>
<td>regression testing</td>
<td>217</td>
</tr>
<tr>
<td>system architecture</td>
<td>183</td>
</tr>
<tr>
<td>jam sessions</td>
<td>75</td>
</tr>
<tr>
<td>Keep/Try reflection workshops</td>
<td>65–67</td>
</tr>
<tr>
<td>key properties</td>
<td>8</td>
</tr>
<tr>
<td>large teams</td>
<td>224, 262</td>
</tr>
<tr>
<td>lead designers</td>
<td>118–119, 138–141, 154, 183</td>
</tr>
<tr>
<td>length of iterations</td>
<td>218–219</td>
</tr>
<tr>
<td>life cycles, compliance</td>
<td>284–285</td>
</tr>
<tr>
<td>lists</td>
<td>167–168</td>
</tr>
<tr>
<td>actor-goal</td>
<td>155</td>
</tr>
<tr>
<td>iceberg</td>
<td>155</td>
</tr>
<tr>
<td>risk</td>
<td>162</td>
</tr>
<tr>
<td>loss of comfort</td>
<td>233</td>
</tr>
<tr>
<td>loss of discretionary moneys</td>
<td>233</td>
</tr>
<tr>
<td>loss of essential moneys</td>
<td>233</td>
</tr>
<tr>
<td>loss of life</td>
<td>233</td>
</tr>
<tr>
<td>management, See also administration agile development</td>
<td>264–265</td>
</tr>
<tr>
<td>Bliz Planning strategy</td>
<td>68–74</td>
</tr>
<tr>
<td>burn charts</td>
<td>94–100, 102–107</td>
</tr>
<tr>
<td>navigation maps</td>
<td>86</td>
</tr>
<tr>
<td>Project Maps</td>
<td>77</td>
</tr>
<tr>
<td>projects</td>
<td>154</td>
</tr>
<tr>
<td>marking Walking Skeleton</td>
<td>72</td>
</tr>
<tr>
<td>maximum progress</td>
<td>150</td>
</tr>
<tr>
<td>meetings</td>
<td>127</td>
</tr>
<tr>
<td>daily stand-up</td>
<td>127</td>
</tr>
<tr>
<td>first planning</td>
<td>274–276</td>
</tr>
<tr>
<td>iteration cycles</td>
<td>126</td>
</tr>
<tr>
<td>safety</td>
<td>258</td>
</tr>
<tr>
<td>viewing</td>
<td>277</td>
</tr>
<tr>
<td>methodologies</td>
<td>16</td>
</tr>
<tr>
<td>element-by-element descriptions</td>
<td>235–239</td>
</tr>
<tr>
<td>chapter formats</td>
<td>241</td>
</tr>
<tr>
<td>efficiency</td>
<td>233</td>
</tr>
<tr>
<td>focus</td>
<td>243–244</td>
</tr>
<tr>
<td>grounding</td>
<td>243–244</td>
</tr>
<tr>
<td>RUP</td>
<td>248–251</td>
</tr>
<tr>
<td>safety</td>
<td>258</td>
</tr>
<tr>
<td>Scrum</td>
<td>78</td>
</tr>
<tr>
<td>shaping</td>
<td>121</td>
</tr>
<tr>
<td>summary sheets</td>
<td>240</td>
</tr>
<tr>
<td>UML</td>
<td>256–257</td>
</tr>
<tr>
<td>unclassified items</td>
<td>237</td>
</tr>
<tr>
<td>Methodology Shaping strategy</td>
<td>69–63</td>
</tr>
<tr>
<td>milestones</td>
<td>214</td>
</tr>
<tr>
<td>Mimeo radio devices</td>
<td>2</td>
</tr>
<tr>
<td>minimum distractions</td>
<td>150</td>
</tr>
<tr>
<td>minute-to-minute processes</td>
<td>4</td>
</tr>
<tr>
<td>misinterpretations</td>
<td>205</td>
</tr>
<tr>
<td>code ownership</td>
<td>216</td>
</tr>
<tr>
<td>communication</td>
<td>208, 212</td>
</tr>
<tr>
<td>delivery</td>
<td>213</td>
</tr>
<tr>
<td>demo deliveries</td>
<td>210</td>
</tr>
<tr>
<td>infrastructure</td>
<td>209</td>
</tr>
<tr>
<td>iterations</td>
<td>206–207, 218–219</td>
</tr>
<tr>
<td>milestones</td>
<td>214</td>
</tr>
<tr>
<td>mission statements</td>
<td>215</td>
</tr>
<tr>
<td>regression testing</td>
<td>217</td>
</tr>
<tr>
<td>user availability</td>
<td>211</td>
</tr>
<tr>
<td>mission statements</td>
<td>12, 146–147, 215, 275</td>
</tr>
<tr>
<td>models</td>
<td>188–189</td>
</tr>
<tr>
<td>One-Process process</td>
<td>247</td>
</tr>
<tr>
<td>one-week iterations</td>
<td>126–127</td>
</tr>
<tr>
<td>optimal length of iterations</td>
<td>218–219</td>
</tr>
<tr>
<td>optimization</td>
<td>219</td>
</tr>
<tr>
<td>automated testing</td>
<td>37–40</td>
</tr>
<tr>
<td>code, 172</td>
<td></td>
</tr>
<tr>
<td>control of changes</td>
<td>297</td>
</tr>
<tr>
<td>essential interaction design</td>
<td>79–81, 83–90</td>
</tr>
<tr>
<td>inputs</td>
<td>295</td>
</tr>
<tr>
<td>management</td>
<td>8, 11</td>
</tr>
<tr>
<td>notes</td>
<td>192–195</td>
</tr>
<tr>
<td>outputs</td>
<td>296</td>
</tr>
<tr>
<td>planning</td>
<td>295</td>
</tr>
<tr>
<td>reviews</td>
<td>3, 6, 296</td>
</tr>
<tr>
<td>rules, 3. See also rules</td>
<td></td>
</tr>
<tr>
<td>testing</td>
<td>5</td>
</tr>
<tr>
<td>trust</td>
<td>212</td>
</tr>
<tr>
<td>validation</td>
<td>297</td>
</tr>
<tr>
<td>verification</td>
<td>296</td>
</tr>
<tr>
<td>monotony</td>
<td>219</td>
</tr>
<tr>
<td>multiple deliveries</td>
<td>113</td>
</tr>
<tr>
<td>multiple meeting locations</td>
<td>14</td>
</tr>
<tr>
<td>multiple project cycles</td>
<td>112</td>
</tr>
<tr>
<td>navigation maps</td>
<td>86</td>
</tr>
<tr>
<td>nested-cycle view</td>
<td>132</td>
</tr>
<tr>
<td>non-bottleneck activities</td>
<td>226</td>
</tr>
<tr>
<td>No-Process process</td>
<td>247</td>
</tr>
<tr>
<td>notes, design</td>
<td>192–195</td>
</tr>
<tr>
<td>one-week iterations</td>
<td>126–127</td>
</tr>
<tr>
<td>optimal length of iterations</td>
<td>218–219</td>
</tr>
<tr>
<td>optimization</td>
<td>219</td>
</tr>
<tr>
<td>automated testing</td>
<td>37–40</td>
</tr>
<tr>
<td>code, 172</td>
<td></td>
</tr>
<tr>
<td>control of changes</td>
<td>297</td>
</tr>
<tr>
<td>essential interaction design</td>
<td>79–81, 83–90</td>
</tr>
<tr>
<td>inputs</td>
<td>295</td>
</tr>
<tr>
<td>management</td>
<td>8, 11</td>
</tr>
<tr>
<td>notes</td>
<td>192–195</td>
</tr>
<tr>
<td>outputs</td>
<td>296</td>
</tr>
<tr>
<td>planning</td>
<td>295</td>
</tr>
<tr>
<td>project plan priorities</td>
<td>73</td>
</tr>
<tr>
<td>reviews, 3, 6, 296</td>
<td></td>
</tr>
<tr>
<td>rules, 3. See also rules</td>
<td></td>
</tr>
<tr>
<td>testing</td>
<td>5</td>
</tr>
<tr>
<td>trust</td>
<td>212</td>
</tr>
<tr>
<td>validation</td>
<td>297</td>
</tr>
<tr>
<td>verification</td>
<td>296</td>
</tr>
<tr>
<td>non-bottleneck activities</td>
<td>226</td>
</tr>
<tr>
<td>organizational boundaries</td>
<td>42</td>
</tr>
<tr>
<td>collaboration across</td>
<td>42</td>
</tr>
</tbody>
</table>
osmotic communication, 1, 8, 24–28, 224. See also communication.
distributed teams, 260–261
larger teams, 262
output
capturing, 74
design/development, 296
overstressing, 115
ownership
code, 216
models, 12
packages, delivery, 191
paths, communication, 12, 16
packages, delivery, 191
ownership
overstressing, 118
output
personal collaboration, 16.
periods, integration, 113
products
productivity, 243
Process Miniatures strategy, 91
Process Miniatures, 47, 66
problem solving techniques, 4
Process Miniatures strategy, 91
processes, 225
CMM(II), 253
cycles, 115, 113. See also cycles
No-Process, 247
RUP 248–251
productivity, 243
projects
planning, 293–294
project samples, 144
roles, 138, 140–144
business experts/expert users, 167–177
coordinators, 153–156, 158–166
designer programmers, 178–189,
191–199
lead designers, 183
reflection workshop results, 151
sponsors, 146–147
team structure, 148–149
writers, 201
programming, side-by-side, 92–93. See also
code design
progress, burn charts, 94–100, 102–107
Project Maps, 77
projects
add-on practices, 303
agile development, 264–265
auditor’s report
conclusions, 297–298
findings, 293–296
recommendations, 297–298
scope, 295
camera calibration, 278
CMM(II), 252–254
collaboration, 42
conventions, 148–149
cordinators, 153
iteration, 163–164
project maps, 154
project status, 159–161
release plans, 155–158
risk lists, 162
viewing schedules, 166
cycles, 112–117
chartering, 117–122
daily and weekly, 131
delivery, 123–125
development episodes, 132
integration, 130
iteration, 126–128
process overview, 133
distributed teams, 260–261
field reports
analysis, 285–286
field reports, 285–289
fine-grained, 153
inclement releases, 86
initial projects, 121–122
iteration, 163–164
iteration
one-week, 126–127
two-month, 128
projects, 47, 73
release plans, 123, 155–158
post-delivery reflection workshops, 128
predictability, 244
printing whiteboards, 2
priorities
analysis, 285–286
methodologies, 243–244
optimizing, 73
of projects, 232
safety, 303
problem solving techniques, 4
Process Miniatures, 47, 66
Process Miniatures strategy, 91
processes, 225
CMM(II), 253
cycles, 115, 113. See also cycles
No-Process, 247
RUP 248–251
productivity, 243
projects
planning, 293–294
multiple deliveries, 113
planning, 47, 73
properties, 17–18
automated testing, 37–40
expert user access, 34–36
focus, 32–33
frequent delivery, 19–20
osmotic communication, 24–28
personal safety, 29–31
reflective improvement, 22–23
reflection workshop results, 151
rules, 2–5, 7–16, 233
RUP 248–251
safety, 258
samples, 144
Scrum, 246–248
starting, 266
strategies
Blitz Planning, 68–74
day-plan meeting, 274–278
daily stand-up meetings, 78
Delphi Estimation, 76–77
Early Victory, 48
essential interaction design, 79–81,
83–90
Exploratory 360°, 46–47
Incremental Rearchitecture, 51–53
Information Radiators, 54–57
Methodology Shaping, 60–63
Process Miniatures, 91
reflection workshops, 63–67
side-by-side programming, 92–93
walking skeleton, 50
summary sheets, 240
UML, 256–257
view, 244–245
properties, 17–18, 239
automated testing, 37–40
compliance, 284–285
expert user access, 34–36
focus, 32–33
frequent delivery, 19–20
key, 8
osmotic communication, 24–28
personal safety, 29–31
reflective improvement, 22–23
Scrum, 246, 248
proposals, field summaries, 271
prototypes, field summaries, 271
QA (quality assurance), testing personality,
90
RAD (Rapid Application Development), 293
rapid feedback, 209
rating agile development, 264–265
Rational Unified Process, 244
real users
availability, 211
delivery to, 124
feedback, 209
recalibration of release plans, 123
recommendations, auditor’s report,
297–298
refactoring code, 39
reflection workshops, 47, 247, 266, 278–279
results, 151
strategies, 65–67
reflective improvement, 7–8, 22–23
regression testing, 6, 15, 217
releases
identifying, 73
incremental plans, 86
plans, 123, 155–158
reusability, 244
reports
auditor’s conclusions, 297–298
findings, 293–296
recommendations, 297–298
scope, 293
bug, 199