

More Agile Testing Learning Journeys For The Whole Team Addison Wesley Signature Series Cohn

Janet Gregory and Lisa Crispin pioneered the agile testing discipline with their previous work, *Agile Testing*. Now, in *More Agile Testing*, they reflect on all they've learned since. They address crucial emerging issues, share evolved agile practices, and cover key issues agile testers have asked to learn more about. Packed with new examples from real teams, this insightful guide offers detailed information about adapting agile testing for your environment; learning from experience and continually improving your test processes; scaling agile testing across teams; and overcoming the pitfalls of automated testing. You'll find brand-new coverage of agile testing for the enterprise, distributed teams, mobile/embedded systems, regulated environments, data warehouse/BI systems, and DevOps practices. You'll come away understanding

- How to clarify testing activities within the team
- Ways to collaborate with business experts to identify valuable features and deliver the right capabilities
- How to design automated tests for superior reliability and easier maintenance
- How agile team members can improve and expand their testing skills
- How to plan "just enough," balancing small increments with larger feature sets and the entire system
- How to use testing to identify and mitigate risks

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associated with your current agile processes and to prevent defects • How to address challenges within your product or organizational context • How to perform exploratory testing using “personas” and “tours” • Exploratory testing approaches that engage the whole team, using test charters with session- and thread-based techniques • How to bring new agile testers up to speed quickly—without overwhelming them The eBook edition of More Agile Testing also is available as part of a two-eBook collection, The Agile Testing Collection (9780134190624).

In the new world of work, agility is a business imperative. From small tech start-ups or large traditional companies, organizations need to be fast, flexible and digitally empowered to succeed. However, too many companies are stuck with siloed, compliance-driven HR processes that work in opposition to the business rather than supporting it. This results in the view that HR is slow and out of touch. However, Agile HR shows that this doesn't need to be the case. It is a practical guide written specifically for people professionals on how the HR function can develop agile processes and practices that save time, boost performance and support overall business goals. Covering every aspect of the HR function from people processes, ways of working and HR services to organization design, operating models and HR teams, Agile HR is an essential guide for all HR practitioners wanting to make their HR practices agile and drive business performance but don't know where to start. As well as guidance on how to deal with resistance, manage a backlog and deal with constraints, there is

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also invaluable guidance on how HR can prioritize effectively and assess which activities to pursue, which to develop, which to rework and which to abandon in order to achieve continuous business improvement.

Supported by case studies from organizations who have seen the benefits of an agile approach to HR including Sky Betting & Gaming and MUJI, this is critical reading for all HR professionals in organizations of any size needing to adopt fast, flexible and evolving agile approaches to effectively compete in the new world of work.

Decades of software testing experience condensed into the most important lessons learned. The world's leading software testing experts lend you their wisdom and years of experience to help you avoid the most common mistakes in testing software. Each lesson is an assertion related to software testing, followed by an explanation or example that shows you the how, when, and why of the testing lesson. More than just tips, tricks, and pitfalls to avoid, Lessons Learned in Software Testing speeds you through the critical testing phase of the software development project without the extensive trial and error it normally takes to do so. The ultimate resource for software testers and developers at every level of expertise, this guidebook features:

- * Over 200 lessons gleaned from over 30 years of combined testing experience
- * Tips, tricks, and common pitfalls to avoid by simply reading the book rather than finding out the hard way
- * Lessons for all key topic areas, including test design, test management, testing strategies, and bug reporting
- * Explanations and examples of each testing

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trouble spot help illustrate each lesson's assertion

In *Large-Scale Scrum*, Craig Larman and Bas Vodde offer the most direct, concise, actionable guide to reaping the full benefits of agile in distributed, global enterprises. Larman and Vodde have distilled their immense experience helping geographically distributed development organizations move to agile. Going beyond their previous books, they offer today's fastest, most focused guidance: "brass tacks" advice and field-proven best practices for achieving value fast, and achieving even more value as you move forward. Targeted to enterprise project participants and stakeholders, *Large-Scale Scrum* offers straight-to-the-point insights for scaling Scrum across the entire project lifecycle, from sprint planning to retrospective. Larman and Vodde help you:

- Implement proven Scrum frameworks for large-scale developments
- Scale requirements, planning, and product management
- Scale design and architecture
- Effectively manage defects and interruptions
- Integrate Scrum into multisite and offshore projects
- Choose the right adoption strategies and organizational designs

This will be the go-to resource for enterprise stakeholders at all levels: everyone who wants to maximize the value of Scrum in large, complex projects.

This thought-provoking and engaging book is for you, whatever your seniority, in the private or public sector – if you are curious about the role and purpose of leadership in a turbulent world. It will help you become a more agile leader through understanding and integrating your ego, eco and intuitive intelligence. You will gain a deeper understanding of your unique leadership blend through a

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short diagnostic inventory, bringing insight about your strengths and what may be tripping you up. The book offers tips, ideas and practical suggestions on how to develop your ability to use the three intelligences in order to expand your leadership repertoire. It will help you enable the teams you lead to be more flexible, responsive and autonomous. The authors have drawn on their vast experience from the boardroom to the shop floor, the classroom and research around the world, to write an easy-to-digest yet ground-breaking book that deals with the root causes of today's twenty-first-century leadership challenges. Its contents are straightforward and widely applicable.

Uncover surprises, risks, and potentially serious bugs with exploratory testing. Rather than designing all tests in advance, explorers design and execute small, rapid experiments, using what they learned from the last little experiment to inform the next. Learn essential skills of a master explorer, including how to analyze software to discover key points of vulnerability, how to design experiments on the fly, how to hone your observation skills, and how to focus your efforts. Software is full of surprises. No matter how careful or skilled you are, when you create software it can behave differently than you intended. Exploratory testing mitigates those risks. Part 1 introduces the core, essential skills of a master explorer. You'll learn to craft charters to guide your exploration, to observe what's really happening (hint: it's harder than it sounds), to identify interesting variations, and to determine what expected behavior should be when exercising software in unexpected ways. Part 2 builds on

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that foundation. You'll learn how to explore by varying interactions, sequences, data, timing, and configurations. Along the way you'll see how to incorporate analysis techniques like state modeling, data modeling, and defining context diagrams into your explorer's arsenal. Part 3 brings the techniques back into the context of a software project. You'll apply the skills and techniques in a variety of contexts and integrate exploration into the development cycle from the very beginning. You can apply the techniques in this book to any kind of software. Whether you work on embedded systems, Web applications, desktop applications, APIs, or something else, you'll find this book contains a wealth of concrete and practical advice about exploring your software to discover its capabilities, limitations, and risks.

From three design partners at Google Ventures, a unique five-day process--called the sprint--for solving tough problems using design, prototyping, and testing ideas with customers.

A unique book that consists entirely of test automation case studies from a variety of domains - from the top names in the field * *Proven advice to empower development organizations to save time by mirroring others' experiences and save money by avoiding others' mistakes. *Insightful case studies from a wide variety of domains, including aerospace, pharmaceuticals, insurance, technology, and telecommunications.

*Focuses on the basic issues, rather than technology trends, to give the book a long shelf life. The practice of test automation is becoming more and more popular, but many organizations are not yet experiencing success

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with it. This book unveils the secrets of how automation has been made to work in reality. The knowledge gained by reading this book can save months or years of effort in automating software testing by helping organizations avoid expensive mistakes and take advantage of proven ideas. By its nature, this book shows the current state of software test automation practice. The authors aim to keep the contributions focused on those things that are more universal (e.g. people issues, return on investment, etc.) and to minimize detailed technical content where this does not impede the process of learning valuable lessons, in order to give the book as long a shelf life as possible. Software practitioners always enjoy reading about what happened to others. For example, at conferences, case study presentations are usually very well attended. The authors/editors have gathered together a collection of experiences from a cross-section of industries and countries, both success stories and failures, in both agile and traditional development. In addition to the case studies, the authors/editors comment on issues raised in these stories, and also include a chapter summarizing good practices and common pitfalls.

What others in the trenches say about *The Pragmatic Programmer*... “The cool thing about this book is that it’s great for keeping the programming process fresh. The book helps you to continue to grow and clearly comes from people who have been there.” —Kent Beck, author of *Extreme Programming Explained: Embrace Change* “I found this book to be a great mix of solid advice and wonderful analogies!” —Martin Fowler, author of

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Refactoring and UML Distilled “I would buy a copy, read it twice, then tell all my colleagues to run out and grab a copy. This is a book I would never loan because I would worry about it being lost.” —Kevin Ruland, Management Science, MSG-Logistics “The wisdom and practical experience of the authors is obvious. The topics presented are relevant and useful.... By far its greatest strength for me has been the outstanding analogies—tracer bullets, broken windows, and the fabulous helicopter-based explanation of the need for orthogonality, especially in a crisis situation. I have little doubt that this book will eventually become an excellent source of useful information for journeymen programmers and expert mentors alike.” —John Lakos, author of Large-Scale C++ Software Design “This is the sort of book I will buy a dozen copies of when it comes out so I can give it to my clients.” —Eric Vought, Software Engineer “Most modern books on software development fail to cover the basics of what makes a great software developer, instead spending their time on syntax or technology where in reality the greatest leverage possible for any software team is in having talented developers who really know their craft well. An excellent book.” —Pete McBreen, Independent Consultant “Since reading this book, I have implemented many of the practical suggestions and tips it contains. Across the board, they have saved my company time and money while helping me get my job done quicker! This should be a desktop reference for everyone who works with code for a living.” —Jared Richardson, Senior Software Developer, iRenaissance, Inc. “I would like to see this

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issued to every new employee at my company....” —Chris Cleeland, Senior Software Engineer, Object Computing, Inc. “If I’m putting together a project, it’s the authors of this book that I want. . . . And failing that I’d settle for people who’ve read their book.” —Ward Cunningham

Straight from the programming trenches, *The Pragmatic Programmer* cuts through the increasing specialization and technicalities of modern software development to examine the core process--taking a requirement and producing working, maintainable code that delights its users. It covers topics ranging from personal responsibility and career development to architectural techniques for keeping your code flexible and easy to adapt and reuse. Read this book, and you'll learn how to

- Fight software rot;
- Avoid the trap of duplicating knowledge;
- Write flexible, dynamic, and adaptable code;
- Avoid programming by coincidence;
- Bullet-proof your code with contracts, assertions, and exceptions;
- Capture real requirements;
- Test ruthlessly and effectively;
- Delight your users;
- Build teams of pragmatic programmers;
- and Make your developments more precise with automation.

Written as a series of self-contained sections and filled with entertaining anecdotes, thoughtful examples, and interesting analogies, *The Pragmatic Programmer* illustrates the best practices and major pitfalls of many different aspects of software development. Whether you're a new coder, an experienced programmer, or a manager responsible for software projects, use these lessons daily, and you'll quickly see improvements in personal productivity, accuracy, and job satisfaction. You'll learn skills and develop habits and attitudes that

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form the foundation for long-term success in your career. You'll become a Pragmatic Programmer.

A Comprehensive Collection of Agile Testing Best Practices: Two Definitive Guides from Leading Pioneers Janet Gregory and Lisa Crispin haven't just pioneered agile testing, they have also written two of the field's most valuable guidebooks. Now, you can get both guides in one indispensable eBook collection: today's must-have resource for all agile testers, teams, managers, and customers. Combining comprehensive best practices and wisdom contained in these two titles, The Agile Testing Collection will help you adapt agile testing to your environment, systematically improve your skills and processes, and strengthen engagement across your entire development team. The first title, Agile Testing: A Practical Guide for Testers and Agile Teams, defines the agile testing discipline and roles, and helps you choose, organize, and use the tools that will help you the most. Writing from the tester's viewpoint, Gregory and Crispin chronicle an entire agile software development iteration, and identify and explain seven key success factors of agile testing. The second title, More Agile Testing: Learning Journeys for the Whole Team, addresses crucial emerging issues, shares evolved practices, and covers key issues that delivery teams want to learn more about. It offers powerful new insights into continuous improvement, scaling agile testing across teams and the enterprise, overcoming pitfalls of automation, testing in regulated environments, integrating DevOps practices, and testing mobile/embedded and business intelligence systems. The Agile Testing Collection will help you do all

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this and much more. Customize agile testing processes to your needs, and successfully transition to them Organize agile teams, clarify roles, hire new testers, and quickly bring them up to speed Engage testers in agile development, and help agile team members improve their testing skills Use tests and collaborate with business experts to plan features and guide development Design automated tests for superior reliability and easier maintenance Plan “just enough,” balancing small increments with larger feature sets and the entire system Test to identify and mitigate risks, and prevent future defects Perform exploratory testing using personas, tours, and test charters with session- and thread-based techniques Help testers, developers, and operations experts collaborate on shortening feedback cycles with continuous integration and delivery Both guides in this collection are thoroughly grounded in the authors’ extensive experience, and supported by examples from actual projects. Now, with both books integrated into a single, easily searchable, and cross-linked eBook, you can learn from their experience even more easily.

Practical, Step-by-Step Scrum Techniques for Improving Processes, Actions, and Outcomes The widespread adoption and success of Scrum can be attributed in large part to its perceived intuitiveness and simplicity. But when new Scrum practitioners attempt to apply Scrum theory and high-level approaches in actual projects, they often find it surprisingly difficult. In Scrum Shortcuts without Cutting Corners, Scrum expert Ilan Goldstein helps you translate the Scrum framework into reality to

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meet the Scrum challenges your formal training never warned you about. Drawing on his extensive agile experience in a wide range of projects and environments, Goldstein presents thirty proven, flexible shortcuts for optimizing Scrum processes, actions, and outcomes. Each shortcut walks you through applying a Scrum approach to achieve a tangible output. These easy-to-digest, actionable patterns address a broad range of topics including getting started, quality and metrics, team members and roles, managing stakeholders, estimation, continuous improvement and much more. Whatever your role, Scrum Shortcuts without Cutting Corners will help you take your Scrum skills to the next level and achieve better results in any project you participate in.

Deliver Better Games Faster, On Budget—And Make Game Development Fun Again! Game development is in crisis—facing bloated budgets, impossible schedules, unmanageable complexity, and death march overtime. It's no wonder so many development studios are struggling to survive. Fortunately, there is a solution. Scrum and Agile methods are already revolutionizing development outside the game industry. Now, long-time game developer Clinton Keith shows exactly how to successfully apply these methods to the unique challenges of game development. Keith has spent more than fifteen years developing games, seven of them with Scrum and agile methods. Drawing on this unparalleled expertise, he shows how teams can use Scrum to deliver games more efficiently, rapidly, and cost-effectively; craft games that offer more entertainment value; and make

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life more fulfilling for development teams at the same time. You'll learn to form successful agile teams that incorporate programmers, producers, artists, testers, and designers—and promote effective collaboration within and beyond those teams, throughout the entire process. From long-range planning to progress tracking and continuous integration, Keith offers dozens of tips, tricks, and solutions—all based firmly in reality and hard-won experience. Coverage includes Understanding Scrum's goals, roles, and practices in the context of game development Communicating and planning your game's vision, features, and progress Using iterative techniques to put your game into a playable state every two to four weeks— even daily Helping all team participants succeed in their roles Restoring stability and predictability to the development process Managing ambiguous requirements in a fluid marketplace Scaling Scrum to large, geographically distributed development teams Getting started: overcoming inertia and integrating Scrum into your studio's current processes Increasingly, game developers and managers are recognizing that things can't go on the way they have in the past. Game development organizations need a far better way to work. Agile Game Development with Scrum gives them that—and brings the profitability, creativity, and fun back to game development.

Agile is an iterative approach to software development that has rapidly gained popularity in the wider IT industry. For software testers, Agile testing brings many advantages to teams, from increasing overall product quality to providing greater scope for flexibility. Building

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on the ISTQB Foundation Level Agile Tester syllabus, this book covers Agile principles, methods, techniques and tools in the context of software testing. The book is perfect for software testers interested in the benefits of Agile testing, working in an Agile environment or undertaking the ISTQB Foundation Level Agile Tester exam.

Today, even the largest development organizations are turning to agile methodologies, seeking major productivity and quality improvements. However, large-scale agile development is difficult, and publicly available case studies have been scarce. Now, three agile pioneers at Hewlett-Packard present a candid, start-to-finish insider's look at how they've succeeded with agile in one of the company's most mission-critical software environments: firmware for HP LaserJet printers. This book tells the story of an extraordinary experiment and journey. Could agile principles be applied to re-architect an enormous legacy code base? Could agile enable both timely delivery and ongoing innovation? Could it really be applied to 400+ developers distributed across four states, three continents, and four business units? Could it go beyond delivering incremental gains, to meet the stretch goal of 10x developer productivity improvements? It could, and it did—but getting there was not easy. Writing for both managers and technologists, the authors candidly discuss both their successes and failures, presenting actionable lessons for other development organizations, as well as approaches that have proven themselves repeatedly in HP's challenging environment. They not only illuminate the potential benefits of agile in

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large-scale development, they also systematically show how these benefits can actually be achieved. Coverage includes:

- Tightly linking agile methods and enterprise architecture with business objectives
- Focusing agile practices on your worst development pain points to get the most bang for your buck
- Abandoning classic agile methods that don't work at the largest scale
- Employing agile methods to establish a new architecture
- Using metrics as a "conversation starter" around agile process improvements
- Leveraging continuous integration and quality systems to reduce costs, accelerate schedules, and automate the delivery pipeline
- Taming the planning beast with "light-touch" agile planning and lightweight long-range forecasting
- Implementing effective project management and ensuring accountability in large agile projects
- Managing tradeoffs associated with key decisions about organizational structure
- Overcoming U.S./India cultural differences that can complicate offshore development
- Selecting tools to support quantum leaps in productivity in your organization
- Using change management disciplines to support greater enterprise agility

Rely on this robust and thorough guide to build and maintain successful test automation. As the software industry shifts from traditional waterfall paradigms into more agile ones, test automation becomes a highly important tool that allows your development teams to deliver software at an ever-increasing pace without compromising quality. Even though it may seem trivial to automate the repetitive tester's work, using test automation efficiently and properly is not trivial. Many

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test automation endeavors end up in the “graveyard” of software projects. There are many things that affect the value of test automation, and also its costs. This book aims to cover all of these aspects in great detail so you can make decisions to create the best test automation solution that will not only help your test automation project to succeed, but also allow the entire software project to thrive. One of the most important details that affects the success of the test automation is how easy it is to maintain the automated tests. Complete Guide to Test Automation provides a detailed hands-on guide for writing highly maintainable test code. What You’ll Learn Know the real value to be expected from test automation Discover the key traits that will make your test automation project succeed Be aware of the different considerations to take into account when planning automated tests vs. manual tests Determine who should implement the tests and the implications of this decision Architect the test project and fit it to the architecture of the tested application Design and implement highly reliable automated tests Begin gaining value from test automation earlier Integrate test automation into the business processes of the development team Leverage test automation to improve your organization's performance and quality, even without formal authority Understand how different types of automated tests will fit into your testing strategy, including unit testing, load and performance testing, visual testing, and more Who This Book Is For Those involved with software development such as test automation leads, QA managers, test automation developers, and development managers.

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Some parts of the book assume hands-on experience in writing code in an object-oriented language (mainly C# or Java), although most of the content is also relevant for nonprogrammers.

Continuous Testing for DevOps Professionals is the definitive guide for DevOps teams and covers the best practices required to excel at Continuous Testing (CT) at each step of the DevOps pipeline. It was developed in collaboration with top industry experts from across the DevOps domain from leading companies such as CloudBees, Tricentis, Testim.io, Test.ai, Perfecto, and many more. The book is aimed at all DevOps practitioners, including software developers, testers, operations managers, and IT/business executives. It consists of 4 sections: 1. Fundamentals of Continuous Testing 2. Continuous Testing for Web Apps 3.

Continuous Testing for Mobile Apps 4. Advancing Continuous Testing All profits from Continuous Testing for DevOps Professionals will be donated to code.org, which is a nonprofit dedicated to expanding access to computer science in schools and increasing participation by women and underrepresented minorities.

Provides instruction on using Excel including how to build spreadsheets, add and format information, print reports, create charts and graphics, and use basic formulas and functions

User story mapping is a valuable tool for software development, once you understand why and how to use it. This insightful book examines how this often misunderstood technique can help your team stay focused on users and their needs without getting lost in

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the enthusiasm for individual product features. Author Jeff Patton shows you how changeable story maps enable your team to hold better conversations about the project throughout the development process. Your team will learn to come away with a shared understanding of what you're attempting to build and why. Get a high-level view of story mapping, with an exercise to learn key concepts quickly Understand how stories really work, and how they come to life in Agile and Lean projects Dive into a story's lifecycle, starting with opportunities and moving deeper into discovery Prepare your stories, pay attention while they're built, and learn from those you convert to working software

Thoroughly reviewed and eagerly anticipated by the agile community, *User Stories Applied* offers a requirements process that saves time, eliminates rework, and leads directly to better software. The best way to build software that meets users' needs is to begin with "user stories": simple, clear, brief descriptions of functionality that will be valuable to real users. In *User Stories Applied*, Mike Cohn provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user story, and what makes a bad one. You'll discover practical ways to gather user stories, even when you can't speak with your users. Then, once you've compiled your user stories, Cohn shows how to organize them, prioritize them, and use them for planning, management, and testing. User role modeling: understanding what users have in common, and where they differ Gathering stories: user interviewing, questionnaires, observation,

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and workshops Working with managers, trainers, salespeople and other "proxies" Writing user stories for acceptance testing Using stories to prioritize, set schedules, and estimate release costs Includes end-of-chapter practice questions and exercises User Stories Applied will be invaluable to every software developer, tester, analyst, and manager working with any agile method: XP, Scrum... or even your own home-grown approach.

Delve deep into the various technical practices, principles, and values of Agile. Key Features Discover the essence of Agile software development and the key principles of software design Explore the fundamental practices of Agile working, including test-driven development (TDD), refactoring, pair programming, and continuous integration Learn and apply the four elements of simple design Book Description The number of popular technical practices has grown exponentially in the last few years. Learning the common fundamental software development practices can help you become a better programmer. This book uses the term Agile as a wide umbrella and covers Agile principles and practices, as well as most methodologies associated with it. You'll begin by discovering how driver-navigator, chess clock, and other techniques used in the pair programming approach introduce discipline while writing code. You'll then learn to safely change the design of your code using refactoring. While learning these techniques, you'll also explore various best practices to write efficient tests. The concluding chapters of the book delve deep into the SOLID principles - the five design principles that you can

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use to make your software more understandable, flexible and maintainable. By the end of the book, you will have discovered new ideas for improving your software design skills, the relationship within your team, and the way your business works. What you will learn Learn the red, green, refactor cycle of classic TDD and practice the best habits such as the rule of 3, triangulation, object calisthenics, and more Refactor using parallel change and improve legacy code with characterization tests, approval tests, and Golden Master Use code smells as feedback to improve your design Learn the double cycle of ATDD and the outside-in mindset using mocks and stubs correctly in your tests Understand how Coupling, Cohesion, Connascence, SOLID principles, and code smells are all related Improve the understanding of your business domain using BDD and other principles for "doing the right thing, not only the thing right" Who this book is for This book is designed for software developers looking to improve their technical practices. Software coaches may also find it helpful as a teaching reference manual. This is not a beginner's book on how to program. You must be comfortable with at least one programming language and must be able to write unit tests using any unit testing framework.

"Agile Testing Essentials LiveLessons is based on fundamental concepts from Lisa Crispin's and Janet Gregory's two best-selling books, Agile Testing: A Practical Guide for Testers and Agile Teams, and More Agile Testing: Learning Journeys for the Whole Team. By the end of the course, participants will understand how testing fits into short and frequent delivery cycles

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and how each team member can contribute to the success of a quality product. Every team member, including testers, programmers, team facilitators, business analysts, designers, product owners and product managers, will find value in this course. Goal: To introduce basic understanding of how agile teams build quality into their product, with the whole team engaged in testing activities throughout the delivery cycle. Testing is critical to the successful delivery of a quality product, a phase to be executed right before delivery. Approach: Each topic starts with a presentation of the material, assisted with slides and/or a live discussion between Janet and Lisa. Examples are used throughout to help explain the topic, and there is an opportunity for participants to practice different techniques through exercises. After each exercise, Janet and Lisa discuss how they approach the exercise and guide participants in connecting what they've learned with their own teams and projects."--Resource description page.

How to Find and Fix the Killer Software Bugs that Evade Conventional Testing In Exploratory Software Testing, renowned software testing expert James Whittaker reveals the real causes of today's most serious, well-hidden software bugs--and introduces powerful new "exploratory" techniques for finding and correcting them. Drawing on nearly two decades of experience working at the cutting edge of testing with Google, Microsoft, and other top software organizations, Whittaker introduces innovative new processes for manual testing that are repeatable, prescriptive, teachable, and extremely effective. Whittaker defines both in-the-small techniques

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for individual testers and in-the-large techniques to supercharge test teams. He also introduces a hybrid strategy for injecting exploratory concepts into traditional scripted testing. You'll learn when to use each, and how to use them all successfully. Concise, entertaining, and actionable, this book introduces robust techniques that have been used extensively by real testers on shipping software, illuminating their actual experiences with these techniques, and the results they've achieved. Writing for testers, QA specialists, developers, program managers, and architects alike, Whittaker answers crucial questions such as:

- Why do some bugs remain invisible to automated testing--and how can I uncover them?
- What techniques will help me consistently discover and eliminate "show stopper" bugs?
- How do I make manual testing more effective--and less boring and unpleasant?
- What's the most effective high-level test strategy for each project?
- Which inputs should I test when I can't test them all?
- Which test cases will provide the best feature coverage?
- How can I get better results by combining exploratory testing with traditional script or scenario-based testing?
- How do I reflect feedback from the development process, such as code changes?

Provides recommendations and case studies to help with the implementation of Scrum.

These days, more and more software development projects are being carried out using agile methods like Scrum. Agile software development promises higher software quality, a shorter time to market, and improved focus on customer needs. However, the transition to

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working within an agile methodology is not easy. Familiar processes and procedures change drastically. Software testing and software quality assurance have a crucial role in ensuring that a software development team, department, or company successfully implements long-term agile development methods and benefits from this framework. This book discusses agile methodology from the perspective of software testing and software quality assurance management. Software development managers, project managers, and quality assurance managers will obtain tips and tricks on how to organize testing and assure quality so that agile projects maintain their impact. Professional certified testers and software quality assurance experts will learn how to work successfully within agile software teams and how best to integrate their expertise. Topics include: Agile methodology and classic process models How to plan an agile project Unit tests and test first approach Integration testing and continuous integration System testing and test nonstop Quality management and quality assurance Also included are five case studies from the manufacturing, online-trade, and software industry as well as test exercises for self-assessment. This book covers the new ISTQB Syllabus for Agile Software Testing and is a relevant resource for all students and trainees worldwide who plan to undertake this ISTQB certification.

How do successful agile teams deliver bug-free, maintainable software—iteration after iteration? The answer is: By seamlessly combining development and testing. On such teams, the developers write testable

code that enables them to verify it using various types of automated tests. This approach keeps regressions at bay and prevents “testing crunches”—which otherwise may occur near the end of an iteration—from ever happening. Writing testable code, however, is often difficult, because it requires knowledge and skills that cut across multiple disciplines. In *Developer Testing*, leading test expert and mentor Alexander Tarlinder presents concise, focused guidance for making new and legacy code far more testable. Tarlinder helps you answer questions like: When have I tested this enough? How many tests do I need to write? What should my tests verify? You’ll learn how to design for testability and utilize techniques like refactoring, dependency breaking, unit testing, data-driven testing, and test-driven development to achieve the highest possible confidence in your software. Through practical examples in Java, C#, Groovy, and Ruby, you’ll discover what works—and what doesn’t. You can quickly begin using Tarlinder’s technology-agnostic insights with most languages and toolsets while not getting buried in specialist details. The author helps you adapt your current programming style for testability, make a testing mindset “second nature,” improve your code, and enrich your day-to-day experience as a software professional. With this guide, you will

- Understand the discipline and vocabulary of testing from the developer’s standpoint
- Base developer tests on well-established testing techniques and best practices
- Recognize code constructs that impact testability
- Effectively name, organize, and execute unit tests
- Master the essentials of classic and “mockist-style”

TDD Leverage test doubles with or without mocking frameworks Capture the benefits of programming by contract, even without runtime support for contracts Take control of dependencies between classes, components, layers, and tiers Handle combinatorial explosions of test cases, or scenarios requiring many similar tests Manage code duplication when it can't be eliminated Actively maintain and improve your test suites Perform more advanced tests at the integration, system, and end-to-end levels Develop an understanding for how the organizational context influences quality assurance Establish well-balanced and effective testing strategies suitable for agile teams

Let your heart be warmed as the oil of T.D. Jakes' teaching flows from your mind to your spirit. The balm in this book will soothe all manner of traumas, tragedies, and disappointments. For the single parent and the battered wife, for the abused girl and the insecure woman, there is a cure for the crisis! In this soft word for the sensitive ear, there is a deep cleansing for those inaccessible areas of the feminine heart. This book will help to fight back the infections of life. *Woman, Thou Art Loosed!* will break the bands off the neck of every woman who dares to read it!

How to navigate your strategy journey in business using a five model framework and methodology that teaches you to play 'SMART' and 'win' in the game of business and career ascension.

This is a comprehensive guide to Scrum for all (team members, managers, and executives). If you want to use Scrum to develop innovative products and services that

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delight your customers, this is the complete, single-source reference you've been searching for. This book provides a common understanding of Scrum, a shared vocabulary that can be used in applying it, and practical knowledge for deriving maximum value from it. Even with the most extreme automation, we simply don't have time for the "test everything" approach. It's impossible to test every possible path through a modern business application every time that we want to release. Fortunately, we don't need to. If we rethink our testing approach, we can get a thorough assessment of a release candidate's business risk with much less testing than most companies are doing today. Enterprise Continuous Testing: Transforming Testing for Agile and DevOps introduces a Continuous Testing strategy that helps enterprises accelerate and prioritize testing to meet the needs of fast-paced Agile and DevOps initiatives. Software testing has traditionally been the enemy of speed and innovation--a slow, costly process that delays releases while delivering questionable business value. This new strategy helps you test smarter, so testing provides rapid insight into what matters most to the business. Target Audience This book is written for senior quality managers and business executives who need to achieve the optimal balance between speed and quality when delivering the software that drives the modern business. It provides a roadmap for how to accelerate delivery with high confidence and low business risk. In summary: If you want to realign your Global 2000 organization's quality process with the unrelenting drive towards accelerated delivery speed and

"Continuous Everything," then you're in the right place. The Provocative and Practical Guide to Coaching Agile Teams As an agile coach, you can help project teams become outstanding at agile, creating products that make them proud and helping organizations reap the powerful benefits of teams that deliver both innovation and excellence. More and more frequently, ScrumMasters and project managers are being asked to coach agile teams. But it's a challenging role. It requires new skills—as well as a subtle understanding of when to step in and when to step back. Migrating from “command and control” to agile coaching requires a whole new mind-set. In Coaching Agile Teams, Lyssa Adkins gives agile coaches the insights they need to adopt this new mind-set and to guide teams to extraordinary performance in a re-energized work environment. You'll gain a deep view into the role of the agile coach, discover what works and what doesn't, and learn how to adapt powerful skills from many allied disciplines, including the fields of professional coaching and mentoring. Coverage includes Understanding what it takes to be a great agile coach Mastering all of the agile coach's roles: teacher, mentor, problem solver, conflict navigator, and performance coach Creating an environment where self-organized, high-performance teams can emerge Coaching teams past cooperation and into full collaboration Evolving your leadership style as your team grows and changes Staying actively engaged without dominating your team and stunting its growth Recognizing failure, recovery, and success modes in your coaching Getting the most out of your own

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personal agile coaching journey Whether you're an agile coach, leader, trainer, mentor, facilitator, ScrumMaster, project manager, product owner, or team member, this book will help you become skilled at helping others become truly great. What could possibly be more rewarding?

Testing is a cornerstone of XP, as tests are written for every piece of code before it is programmed. This workbook helps testers learn XP, and XP devotees learn testing. This new book defines how an XP tester can optimally contribute to a project, including what testers should do, when they should do it, and how they should do it.

Get past the myths of testing in agile environments - and implement agile testing the RIGHT way. * * For everyone concerned with agile testing: developers, testers, managers, customers, and other stakeholders. * Covers every key issue: Values, practices, organizational and cultural challenges, collaboration, metrics, infrastructure, documentation, tools, and more. * By two of the world's most experienced agile testing practitioners and consultants. Software testing has always been crucial, but it may be even more crucial in agile environments that rely heavily on repeated iterations of software capable of passing tests. There are, however, many myths associated with testing in agile environments. This book helps agile team members overcome those myths -- and implement testing that truly maximizes software quality and value. Long-time agile testers Lisa Crispin and Janet Gregory offer powerful insights for three large, diverse groups of readers: experienced testers who are

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new to agile; members of newly-created agile teams who aren't sure how to perform testing or work with testers; and test/QA managers whose development teams are implementing agile. Readers will learn specific agile testing practices and techniques that can mean the difference between success and failure; discover how to transition 'traditional' test teams to agile; and learn how to integrate testers smoothly into agile teams. Drawing on extensive experience, the authors illuminate topics ranging from culture to test planning to automated tools. They cover every form of testing: business-facing tests, technology-facing tests, exploratory tests, context-driven and scenario tests, load, stability, and endurance tests, and more. Using this book's techniques, readers can improve the effectiveness and reduce the risks of any agile project or initiative.

This book is for everyone who needs to test the web. As a tester, you'll automate your tests. As a developer, you'll build more robust solutions. And as a team, you'll gain a vocabulary and a means to coordinate how to write and organize automated tests for the web. Follow the testing pyramid and level up your skills in user interface testing, integration testing, and unit testing. Your new skills will free you up to do other, more important things while letting the computer do the one thing it's really good at: quickly running thousands of repetitive tasks. This book shows you how to do three things: How to write really good automated tests for the web. How to pick and choose the right ones. * How to explain, coordinate, and share your efforts with others. If you're a traditional software tester who has never written an automated test

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before, this is the perfect book for getting started.

Together, we'll go through everything you'll need to start writing your own tests. If you're a developer, but haven't thought much about testing, this book will show you how to move fast without breaking stuff. You'll test RESTful web services and legacy systems, and see how to organize your tests. And if you're a team lead, this is the Rosetta Stone you've been looking for. This book will help you bridge that testing gap between your developers and your testers by giving your team a model to discuss automated testing, and most importantly, to coordinate their efforts. *The Way of the Web Tester* is packed with cartoons, graphics, best practices, war stories, plenty of humor, and hands-on tutorial exercises that will get you doing the right things, the right way.

The First Guide to Scrum-Based Agile Product Management In *Agile Product Management with Scrum*, leading Scrum consultant Roman Pichler uses real-world examples to demonstrate how product owners can create successful products with Scrum. He describes a broad range of agile product management practices, including making agile product discovery work, taking advantage of emergent requirements, creating the minimal marketable product, leveraging early customer feedback, and working closely with the development team. Benefitting from Pichler's extensive experience, you'll learn how Scrum product ownership differs from traditional product management and how to avoid and overcome the common challenges that Scrum product owners face. Coverage includes Understanding the product owner's role: what product owners do, how they

do it, and the surprising implications
Envisioning the product: creating a compelling product vision to galvanize and guide the team and stakeholders
Grooming the product backlog: managing the product backlog effectively even for the most complex products
Planning the release: bringing clarity to scheduling, budgeting, and functionality decisions
Collaborating in sprint meetings: understanding the product owner's role in sprint meetings, including the dos and don'ts
Transitioning into product ownership: succeeding as a product owner and establishing the role in the enterprise
This book is an indispensable resource for anyone who works as a product owner, or expects to do so, as well as executives and coaches interested in establishing agile product management.

When software development teams move to agile methods, experienced project managers often struggle—doubtful about the new approach and uncertain about their new roles and responsibilities. In this book, two long-time certified Project Management Professionals (PMPs) and Scrum trainers have built a bridge to this dynamic new paradigm. They show experienced project managers how to successfully transition to agile by refocusing on facilitation and collaboration, not “command and control.” The authors begin by explaining how agile works: how it differs from traditional “plan-driven” methodologies, the benefits it promises, and the real-world results it delivers. Next, they systematically map the Project Management Institute's classic, methodology-independent techniques and terminology to agile practices. They cover both

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process and project lifecycles and carefully address vital issues ranging from scope and time to cost management and stakeholder communication. Finally, drawing on their own extensive personal experience, they put a human face on your personal transition to agile--covering the emotional challenges, personal values, and key leadership traits you'll need to succeed. Coverage includes Relating the PMBOKR Guide ideals to agile practices: similarities, overlaps, and differences Understanding the role and value of agile techniques such as iteration/release planning and retrospectives Using agile techniques to systematically and continually reduce risk Implementing quality assurance (QA) where it belongs: in analysis, design, defect prevention, and continuous improvement Learning to trust your teams and listen for their discoveries Procuring, purchasing, and contracting for software in agile, collaborative environments Avoiding the common mistakes software teams make in transitioning to agile Coordinating with project management offices and non-agile teams "Selling" agile within your teams and throughout your organization For every project manager who wants to become more agile. Part I An Agile Overview 7 Chapter 1 What is "Agile"? 9 Chapter 2 Mapping from the PMBOKR Guide to Agile 25 Chapter 3 The Agile Project Lifecycle in Detail 37 Part II The Bridge: Relating PMBOKR Guide Practices to Agile Practices 49 Chapter 4 Integration Management 51 Chapter 5 Scope Management 67 Chapter 6 Time Management 83 Chapter 7 Cost Management 111 Chapter 8 Quality Management 129 Chapter 9 Human Resources

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Introduces a realistic approach to leading, managing,
and growing your Agile team or organization. Written for
current managers and developers moving into
management, Appelo shares insights that are grounded
in modern complex systems theory, reflecting the intense
complexity of modern software development.

Recognizes that today's organizations are living,
networked systems; that you can't simply let them run
themselves; and that management is primarily about
people and relationships. Deepens your understanding
of how organizations and Agile teams work, and gives
you tools to solve your own problems. Identifies the most
valuable elements of Agile management, and helps you
improve each of them.

Learning Agile is a comprehensive guide to the most
popular agile methods, written in a light and engaging
style that makes it easy for you to learn. Agile has
revolutionized the way teams approach software
development, but with dozens of agile methodologies to
choose from, the decision to "go agile" can be tricky.

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This practical book helps you sort it out, first by grounding you in agile's underlying principles, then by describing four specific—and well-used—agile methods: Scrum, extreme programming (XP), Lean, and Kanban. Each method focuses on a different area of development, but they all aim to change your team's mindset—from individuals who simply follow a plan to a cohesive group that makes decisions together. Whether you're considering agile for the first time, or trying it again, you'll learn how to choose a method that best fits your team and your company. Understand the purpose behind agile's core values and principles Learn Scrum's emphasis on project management, self-organization, and collective commitment Focus on software design and architecture with XP practices such as test-first and pair programming Use Lean thinking to empower your team, eliminate waste, and deliver software fast Learn how Kanban's practices help you deliver great software by managing flow Adopt agile practices and principles with an agile coach

4+ Hours of Video Instruction Agile Testing Essentials LiveLessons is based on fundamental concepts from Lisa Crispin's and Janet Gregory's two best-selling books, *Agile Testing: A Practical Guide for Testers and Agile Teams* and *More Agile Testing: Learning Journeys for the Whole Team* . By the end of the course, participants will understand how testing fits into short and frequent delivery cycles and how each team member can contribute to the success of a quality product. Every team member, including testers, programmers, team facilitators, business analysts, designers, product owners

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and product managers, will find value in this course.

Goal: To introduce basic understanding of how agile teams build quality into their product, with the whole team engaged in testing activities throughout the delivery cycle. Testing is critical to the successful delivery of a quality product--not a phase to be executed right before delivery. Approach: Each topic starts with a presentation of the material, assisted with slides and/or a live discussion between Janet and Lisa. Examples are used throughout to help explain the topic, and there is an opportunity for participants to practice different techniques through exercises. After each exercise, Janet and Lisa discuss how they approach the exercise and guide participants in connecting what they've learned with their own teams and projects. Related Content: Lisa Crispin and Janet Gregory are co-authors of More Agile Testing: Learning Journeys for the Whole Team (Addison-Wesley, 2014) and Agile Testing: A Practical Guide for Testers and Agile Teams (Addison-Wesley, 2009), as well as authors and contributors to other software development books. Their book website is www.agiletester.ca . About the Instructors Lisa Crispin has worked as a tester and agile testing coach on awesome agile teams since 2000. Her peers voted her the Most Influential Agile Testing Professional Person in 2012. Together with Janet, she developed a three-day agile testing training course. Please visit www.lisacrispin.com for her blog, along with links to publications, podcasts and webinars. Follow Lisa on Twitter, [lisacrispin](https://twitter.com/lisacrispin). Janet Gregory is an agile testing coach and process consultant with DragonFire Inc. Janet

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works with teams to transition to agile development, and teaches agile testing courses and tutorials worldwide. Her peers voted her the Most Influential Agile Testing Professional Person in 2015. For more about Janet's work and her ...

Thousands of organizations are adopting Scrum to transform the way they execute complex projects, in software and beyond. This guide will give you the skills and confidence needed to deploy Scrum, resulting in high-performing teams and satisfied customers. Drawing on years of hands-on experience helping companies succeed, Certified Scrum Trainer (CST) Mitch Lacey helps you overcome the major challenges of Scrum adoption and the deeper issues that emerge later. Extensively revised to reflect improved Scrum practices and tools, this edition adds an all-new section of tips from the field. Lacey covers many new topics, including immersive interviewing, collaborative estimation, and deepening business alignment. In 35 engaging chapters, you'll learn how to build support and maximize value across your company. Now part of the renowned Mike Cohn Signature Series on agile development, this pragmatic guide addresses everything from establishing roles and priorities to determining team velocity, setting sprint length, and conducting customer reviews. Coverage includes Bringing teams and new team members on board Creating a workable definition of "done" Planning for short-term wins, and removing impediments to success Balancing predictability and adaptability in release planning Running productive daily scrums Fixing failing sprints Accurately costing projects,

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and measuring the value they deliver Managing risks in dynamic Scrum projects Prioritizing and estimating backlogs Working with distributed and offshore teams Institutionalizing improvements, and extending agility throughout the organization Packed with real-world examples straight from Lacey's experience, this book will be invaluable to anyone transitioning to Scrum, seeking to improve their early results, or trying to get back on track.

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