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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

WHO’S BEHIND THE CONFERENCE?

Software Quality Engineering assists professionals interested in improving software practices. Six 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. [www.sqe.com](http://www.sqe.com)

Better Software magazine brings you the hands-on facts you need to run smarter projects and to deliver better products that win in the marketplace. [www.BetterSoftware.com](http://www.BetterSoftware.com)

StickyMinds.com is a complete online resource to help you produce better software. It offers original articles from industry experts, technical papers, industry news, a tools guide, forums, and much more. [www.StickyMinds.com](http://www.StickyMinds.com). You may also access StickyMinds.com through our new community portal, TechWell. TechWell was created to make it easier for you to find resources on topics like testing, project management, and agile software development. TechWell expands the great information and resources that you’ve come to expect from Software Quality Engineering with enhanced content, new ideas and solutions, streamlined organization, and improved networking features.
Two Great Conferences
One Amazing Destination
One registration gets you into all sessions!

Conference elements specific to
Better Software Conference West
are indicated with a red color scheme.

Conference elements specific to
Agile Development Conference West
are indicated with a blue color scheme.
### SUNDAY, JUNE 10

<table>
<thead>
<tr>
<th>Time</th>
<th>Session Details</th>
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<tr>
<td>8:30</td>
<td>Multi-day training classes begin: Software Tester Certification-Foundation Level • Certified ScrumMaster Training (CSM) • PMI-ACP&lt;sup&gt;SM&lt;/sup&gt; • Product Owner Certification • Agile Testing Practices • Fundamentals of Agile Certification</td>
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### Bonus Session: From Practitioner to Published Author: A Workshop About Writing About Software

- Lanette Creamer, Spark Quality, LLC and Joey McAllister, Software Quality Engineering

### MONDAY, JUNE 11

<table>
<thead>
<tr>
<th>Time</th>
<th>Session Details</th>
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<tbody>
<tr>
<td>8:30</td>
<td>Multi-day training classes continue from Sunday</td>
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### Tutorials (8:30 a.m.–12:00 p.m.)

**FULL-DAY TUTORIALS**

- **MA** Continuous Delivery: Rapid and Reliable Releases
  - Tim Brown, ThoughtWorks
- **MB** Product Discovery with User Story Mapping
  - Jeff Patton, Comailers, Inc.
- **MC** Agile Benchmarking and Release Estimation: Building Your Own Metrics Database—Michael Mah, QSM Associates

**MORNING HALF-DAY TUTORIALS**

- **MD** What’s Your Leadership IQ?—Jennifer Bonine, Up Ur Game Learning Solutions
- **ME** Brewing Up Exploratory Testing in an Agile World
  - Matt Barcomb, Leading, and Lanette Creamer, Spark Quality, LLC
- **MF** Project Management Dashboards: Clear, Concise, Actionable—Julie Gardiner, Sage UK
- **MG** Tuning and Improving Your Agility—David Hussman, DevJam
- **MH** Designing Development Process Transformations with Kanban Thinking—Karl Scotland, Rally Software Development
- **MI** Software Endgames: Learn to Finish What You Start—Bob Galen, iContact

**Lunch**

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<tr>
<td>12:00</td>
<td>Lunch</td>
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**1:00**| Tutorials (1:00 p.m.–3:30 p.m.) |

**FULL-DAY TUTORIALS (CONTINUED)**

- **MA** Continuous Delivery: Rapid and Reliable Releases
  - Tim Brown, ThoughtWorks
- **MB** Product Discovery with User Story Mapping
  - Jeff Patton, Comailers, Inc.
- **MC** Agile Benchmarking and Release Estimation: Building Your Own Metrics Database—Michael Mah, QSM Associates

**AFTERNOON HALF-DAY TUTORIALS**

- **MJ** Six Free Ideas to Improve Agile Success—Polyanna Paxton, Accellinova
- **MK** Test Management: Being Relevant and Making a Difference—Julie Gardiner, Sage UK
- **ML** Agile Project Design: Building Strong Backlogs—David Hussman, DevJam
- **MM** Understanding Scrum: An Experiential Workshop—Mitch Lacey, Mitch Lacey & Associates, Inc.
- **MN** Essential Test-driven Development—Rob Myers, The Agile Institute
- **MO** Twelve Risks to Enterprise Software Projects—And What to Do about Them—Payson Hall, Catalysis Group, Inc.

### TUESDAY, JUNE 12

<table>
<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>8:30</td>
<td>Multi-day training classes continue from Sunday</td>
</tr>
</tbody>
</table>

### Tutorials (8:30 a.m.–12:00 p.m.)

**FULL-DAY TUTORIALS**

- **TA** Quality Assurance: Moving Your Organization Beyond Testing—Jeff Payne, Coversos, Inc.
- **TB** Deliver Projects On Time, Every Time
  - Ken Whitaker, Leading Software Maniacs
- **TC** Consultants’ Skills You Can Use Today
  - Payson Hall, Catalysis Group, Inc.

**MORNING HALF-DAY TUTORIALS**

- **TD** Scaling Agile with the Lessons of Lean Product Development Flow—Alain Shalloway, Net Objectives
- **TE** Agile Test Automation—Janet Gregory, DragonFire, Inc.
- **TF** Usability Testing in a Nutshell—Julie Gardiner, Sage UK
- **TG** Essential Patterns of Mature Agile Teams—Bob Galen, iContact
- **TH** Experience an Iteration: The Joys of Agile Done Right—Darshan Desai and Ravi Shanker, Microsoft
- **TI** A Visual Management System for Enterprise Agile Projects—Ari Bock and Bob Payne, LitheSpeed
- **TJ** Understanding and Managing Change—Jennifer Bonine, Up Ur Game Learning Solutions

**Lunch**

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**1:00**| Tutorials (1:00 p.m.–3:30 p.m.) |

**FULL-DAY TUTORIALS (CONTINUED)**

- **TA** Quality Assurance: Moving Your Organization Beyond Testing—Jeff Payne, Coversos, Inc.
- **TB** Deliver Projects On Time, Every Time
  - Ken Whitaker, Leading Software Maniacs
- **TC** Consultants’ Skills You Can Use Today
  - Payson Hall, Catalysis Group, Inc.

**AFTERNOON HALF-DAY TUTORIALS**

- **TK** Disciplined Agile Delivery: The Foundation for Scaling Agile—Scott Ambler, IBM Rational
- **TL** Collaborating with Non-Collaborators—Polyanna Paxton, Accellinova
- **TM** The TDD/Legacy Code Dilemma: A Hands-on Workshop—Rob Myers, The Agile Institute
- **TN** Agile Estimation and Planning: Scrum, Kanban, and Beyond—David Hussman, DevJam
- **TO** Design Patterns Explained: From Analysis Through Implementation—Alain Shalloway, Net Objectives
- **TP** A Test Leader’s Guide to Agile—Bob Galen, iContact
- **TQ** Managing Requirements Risk: Concepts and Tactics—David Geelen, ClearSpecs Enterprises

### 4:30 Welcome Reception (4:30 p.m.–5:30 p.m.)
### BETTER SOFTWARE CONFERENCE

**KEYNOTE:** The Blurred Boundaries Between Dev, Test, and Ops

Ken Johnston, Microsoft

**Networking Break**

**10:15**

- **BW1** Context-driven Leadership: How to Ride a Bull through a China Shop
  - Kent McDonald, Knowledge Bridge Partners

- **BW2** EARS: The Easy Approach to Requirements Syntax
  - John Terzakis, Intel

- **BW3** Cloud Computing 101: Concepts, Benefits, Challenges, and Costs
  - Arlene Minkiewicz, PRICE Systems, LLC

- **BW4** Mobile Apps: Breaking Down the Barriers
  - Todd DeCusse

**11:30**

Lunch in the EXPO (EXPO open 11:00 a.m.–2:30 p.m.)

**12:45**

**KEYNOTE:** Influence and Authority: Using Your Personal Power to Get Things Done

Johanna Rothman, Rothman Consulting Group, Inc.

**Networking Break in the EXPO**

**2:00**

- **BW5** Seven Habits of Highly Successful Project Managers
  - Ken Whitaker, Leading Software Maniacs

- **BW6** Ten Tips to Get Requirements Right and Make Stakesholders Happy
  - Carol Ashken, Intermountain Healthcare

- **BW7** Leaping into the Cloud: Risks and Mitigation Strategies
  - Seth Elliot and Ken Johnston, Microsoft

- **BW8** Selecting the Right Mobile Testing Solution: Practical Considerations and Proven Practices
  - Eran Yavin, Perfecto Mobile

**3:45**

**Networking Break in the EXPO**

**5:00**

- **BW9** When the Pressure Is On: A Risk-based Approach to Project Management
  - Riza Young, The Kroger Company

- **BW10** How to Rework Poorly Defined Requirements
  - Steve Casey, CBT Nuggets

- **BW11** ALM in the Cloud: Bringing Code to the Cloud and Back Again
  - Mike Kersten, Tasktop Technologies

- **BW12** Developer-driven Quality: Putting Developers in the Drivers’ Seat
  - Colby Litnak, MasterControl, Inc.

**5:30**

EXPO Reception Sponsored by Skytap, Inc. (5:30 p.m.–6:30 p.m.)

### AGILE DEVELOPMENT CONFERENCE

**KEYNOTE:**

Integrating Systems Thinking into Enterprise Agile

Alan Shalloway, Net Objectives

**Networking Break**

**10:00**

- **AW1** Ten Things You Absolutely Must Know before Touching Agile with a Barge Pole
  - Ade Shokoya, AgileTV.co.uk

- **AW2** Adding Good User Experience Practice into Agile Development
  - Jeff Patton, Comakers, Inc.

- **AW3** Transitioning Your Team to Kanban: Theory and Practice
  - Gil Inzunza, Constant Contact

**2:00**

- **AW4** Agile Testing: Challenges Beyond the Easy Contexts
  - Bob Gaios, iContact

**3:45**

- **AW5** Designing Agility Practices that Last
  - Daniel Huber, DevJam

- **AW6** Agile Metrics: Velocity Is Not the Goal

- **AW7** Why Continuous Improvement Programs Fail: Can Kaizen and WIP Help?
  - Michael DePazzoli, VersionOne

**5:30**

- **AW8** Testing Traps to Avoid on Agile Teams
  - Janet Gregory, DragonFire, Inc.
Your conference registration includes full access to the Better Software Conference and Agile Development Conference West!

### BETTER SOFTWARE CONFERENCE

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<tbody>
<tr>
<td>8:30</td>
<td><strong>KEYNOTE:</strong> Sustainable Software Quality—at Warp Speed</td>
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<tr>
<td>10:00</td>
<td>Networking Break in the EXPO</td>
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<tr>
<td>10:15</td>
<td><strong>BT1</strong> Software Development Productivity: A New Way of Thinking</td>
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<td>10:15</td>
<td><strong>BT2</strong> Avoiding Overdesign and Underdesign</td>
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<td>10:15</td>
<td><strong>BT3</strong> Application Lifecycle Management Imperatives</td>
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<td>10:15</td>
<td><strong>BT4</strong> The Mis-education of Software Testers: Rethinking and Relearning Software Quality</td>
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### AGILE DEVELOPMENT CONFERENCE

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<td>8:30</td>
<td><strong>KEYNOTE:</strong> Agile Measures that Matter: What Are You Really Learning?</td>
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<tr>
<td>11:30</td>
<td>Lunch in the EXPO</td>
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<tr>
<td>12:45</td>
<td><strong>KEYNOTE:</strong> The Paths to Innovation</td>
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<td>2:00</td>
<td>Networking Break in the EXPO</td>
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<tr>
<td>2:30</td>
<td>Projects &amp; Teams Design &amp; Code</td>
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<td>3:45</td>
<td>Networking Break</td>
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<tr>
<td>4:00</td>
<td>Projects &amp; Teams Design &amp; Code</td>
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<tr>
<td>5:30</td>
<td>Agile Leadership Network Summit Welcome Reception</td>
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**FRIDAY, JUNE 15**

At the Agile Leadership Network Summit, practicing leaders in companies that have adopted agile development present their war stories—both successes and failures—and lead exploration into what makes agile grow and thrive—or die. See page 32 for more information.

**Workshop on Regulated Software Testing (WREST)**

8:30 a.m.–4:30 p.m. See page 31 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 6 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, June 10–Tuesday, June 12, 2012 • 8:30 a.m.–5:00 p.m.

This certification program, accredited by the ISTQB® through its network of National Boards, is the only internationally accepted certification for software testing. The ISTQB®, a non-proprietary and 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 June 12 immediately following the conclusion of the training.*

### Product Owner Certification

**16 PDUs**  
Sunday, June 10–Monday, June 11, 2012 • 8:30 a.m.–5:00 p.m.

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 2 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).
Certified ScrumMaster Training (CSM) + PMI-ACP<sup>SM</sup>

21 PDUs  Sunday, June 10–Tuesday, June 12, 2012 • 8:30 a.m.–5:00 p.m.

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 towards 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 12-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.

Agile Testing Practices

15 PDUs  Sunday, June 10–Monday, June 11, 2012 • 8:30 a.m.–5:00 p.m.

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 the basis of agile testing—the user story and how to test it
- 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

Sunday, June 10–Monday, June 11, 2012 • 8:30 a.m.–5:00 p.m.

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!

Combine any training with your conference registration and SAVE $300! Call the Client Support Group at 888.268.8770 or 904.278.0524 or email sqeinfo@sqe.com for more information.

TO REGISTER CALL 888.268.8770 OR 904.278.0524 OR VISIT WWW.SQE.COM/BETTERAGILEWEST
Continuous Delivery: Rapid and Reliable Releases
Tim Brown, ThoughtWorks

Businesses need to deliver new features as frequently as possible to users in order to capitalize on new business opportunities and create a competitive advantage. However, they also need to ensure that releases are stable and well tested. Tim Brown discusses how to deliver features rapidly and reliably through an automated build, deploy, test, and release pattern called the deployment pipeline. Start with the value proposition and principles of continuous delivery. Then take the unique approach of moving from release back through testing to development practices, analyzing at each stage how to improve collaboration and increase feedback to make the delivery process as fast and efficient as possible. Spend the second half of the day discussing the continuous delivery ecosystem, including managing components, data, infrastructure, and organizational transformation.

Product Discovery with User Story Mapping
Jeff Patton, Comakers, Inc.

Exactly how much work should you do up front in an agile project? How long should it take? Who should be involved? On agile projects, these are difficult and often-unanswered questions for product owners and those responsible for developing the requirements. Jeff Patton gives a simple recipe for the fast-paced and collaborative discovery phase—often called sprint zero—that precedes the first delivery sprint. Practice creating simple personas that guide construction of a story map to describe your users’ experience with your product. As a team, identify minimal viable releases driven by market outcomes. Learn a practice for quickly sketching user interfaces. Get tips on sizing the higher-level stories expected in an incremental release plan. Leave with the essential workflow and practices you’ll need to plan your next product discovery phase.

Agile Benchmarking and Release Estimation: Building Your Own Metrics Database
Michael Mah, QSM Associates

How do you compare the productivity and quality you achieve with agile practices to 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 create measurements of productivity, time-to-market, and defect rates. Michael offers a practical, expert view of agile measurement, showing you these metrics in action in retrospectives and release estimation and planning. Using hands-on exercises, learn how to replicate these techniques to make your own comparisons for time, cost, and quality. Working in pairs, calculate productivity metrics using the templates Michael employs in his consulting practice. You can leverage these new metrics to make the case for changing to more agile practices and creating realistic project commitments within your organization. Take back new ways for communicating to key decision makers the value of implementing agile development practices.

To take full advantage of this session, participants need to bring a PC-based laptop computer with Admin rights to install software for metrics capture and productivity calculations.

Tips to Convince your Boss

SAVE BIG. Approach your manager early to gain approval and receive great discounts! Save up to $400 or more with Early Bird pricing, alumni savings, group discounts and PowerPass!

MEET WITH THE EXPERTS. 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.

DIVIDE AND CONQUER. With 100+ learning sessions at two conferences, plan to bring your team to cover it all! Remember, groups of 3+ save 20% off registration fees.

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.
What's Your Leadership IQ?
Jennifer Bonine, Up Ur Game Learning Solutions

Ever needed a way to measure your leadership IQ? 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.”

Delegates are encouraged to bring a laptop to this session.

Project Management Dashboards: Clear, Concise, Actionable
Julie Gardiner, Sage UK

All project managers and teams need to gather data about product quality and project status, synthesize that data into actionable information, and report to key stakeholders. When composed of too much detail and raw data, these reports can appear confusing and contradictory. Join Julie Gardiner as she challenges your current project reports and explores ways to replace them with a dashboard of graphs, charts, and other clear and concise visual displays. Julie helps you determine the data you need from the project team, when you need it, and how to most easily obtain it. Delve into the details of graph correlation, significant numbers for analysis, and predictive techniques that help stakeholders make informed decisions. Julie demonstrates and provides participants with utilities and spreadsheets you can adapt into custom project dashboards. Take back these powerful dashboard tools for communicating the many dimensions of product quality, cost, and effort to your information-hungry stakeholders.

Tuning and Improving Your Agility
David Hussman, DevJam

Are you using agile practices but struggling? If so, you are not alone. Experienced agile practitioners know that some practices are more difficult than others, and most need tuning over time. If you are looking for ways to get more value or improve your skills, this session will pass your acceptance tests. David Hussman shares his coaching tools for improving and tuning practices including product planning, road mapping, story writing, planning sessions, and stand up meetings. David divides the journey to deliver value into four essential areas: growing community and vision, planning releases and iterative delivery, delivering value, and continuing to improve and learn. For each area, David shares tools for evaluating the value you are receiving relative to the ceremony you are using. If your stand up lacks value or energy, learn new ideas forAreas: growing community and vision, planning releases and iterative delivery, delivering value, and continuing to improve and learn. For each area, David shares tools for evaluating the value you are receiving relative to the ceremony you are using. If your stand up lacks value or energy, learn new ideas for

Designing Development Process Transformations with Kanban Thinking
Karl Scotland, Rally Software Development

Large-scale software and systems development involves a complex mix of people, teams, technologies, skills, architectures, and organizational structures that must all interact for projects to reach their goals. However, many organizations struggle to scale up agile approaches for their various programs, products, and services. Karl Scotland introduces a process model for designing a contextually appropriate Kanban system for complex and large-scale development. The model is based on the central theme of systems thinking to achieve optimal flow, deliver high value, and enhance business capabilities. Karl shows you how to design a custom Kanban system by studying the current development process, reaching an initial system understanding, sharing that understanding, putting limits in place, sensing how the system is performing, and continually learning from the system to guide improvements. Rather than providing a cookbook solution, Karl describes a framework for your organization to establish and evolve unique and relevant solutions that will enable a successful development process transformation.

Software Endgames: Learn to Finish What You Start
Bob Galen, iContact

Nothing feels worse than when your team works their hearts out on a project only to have it fail—at the end of the project—to meet the customer's needs and quality targets. We typically put so much focus on the beginning of a project that we fail to realize how important ending well can be. Bob Galen shares tools and techniques he's used to successfully deliver on the promises of his projects. But there's no magic involved. Bob explores how to plan an iterative model for testing in your endgame—create dynamic release criteria; connect the release criteria to your requirements and to the reality of the project; manage change control in agile and non-agile environments; handle defects; winnow down change via several code freeze models; and finally, define core metrics for guiding your project toward release. Bob wraps-up the session with a set of powerful patterns that help you engage your teams within the endgame scenario.
Six Free Ideas to Improve Agile Success

Pollyanna Pixton, Accelinnova

Free. Is anything free these days? Based on Pollyanna Pixton's experience working with organizational leaders and her research into what drives organizational performance, she 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 to shares ways to create a culture of trust—the cornerstone of open collaboration—with 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. Number four—you can only fix processes, not people. Invest your energy toward the correct target. Idea five is to match people’s roles to their passions. Her sixth free tip is that integrity matters most. Explore with Pollyanna why each of these ideas is important and how you can adopt them on your agile team.

Test Management: Being Relevant and Making a Difference

Julie Gardiner, Sage UK

As the manager of testing, do you sometimes feel you’re a lone voice for getting sufficient test resources on projects? Julie Gardiner provides a framework of “quick-wins” for test managers and team leaders who need to show the value of good testing on their projects. First, Julie shares examples of clear and concise testing policy statements—agreed to and sanctioned by senior management—which provide a foundation for testing goals and objectives. Then, Julie explores seven powerful monitoring and predicting techniques that enable you to provide timely, relevant information so that stakeholders can make the best decisions. Learn about three objective measures that demonstrate the concrete value of testing—even though testing does not produce a deliverable product. Take away a set of spreadsheets, sample documents, and utilities to support your activities as managers of test. Develop a new appreciation for the relevance of testing today, and the difference it can make on your development projects.

Agile Project Design: Building Strong Backlogs

David Hussman, DevJam

Lasting agility includes meaningful project design. David Hussman shares techniques he uses to fill product backlogs with the right stuff. He explains story mapping, pragmatic personas, and sketching in ways that smoke out user needs, the source of real product value. David shows how to find the people with the right skills and get them aligned through collaborative chartering. From there, he moves on to pragmatic personas as tools that launch rich discussions about your target market and their needs. Using chartering and personas, David teaches story mapping as a tool to visualize the user experience and to discover real needs and delivery options. He explains each practice as part of an example product and then helps you try them on your product. David explores additional practices including architectural spikes, and concludes by showing how story maps improve planning and delivery for processes like Scrum or Kanban.

Understanding Scrum: An Experiential Workshop

Mitch Lacey, Mitch Lacey & Associates, Inc.

Scrum is a popular and proven project management framework for rapidly changing development projects, especially those with significant technology uncertainty or evolving requirements. In the fifteen years since its inception, Scrum has grown to be the leading agile methodology, boasting nearly 100,000 Certified ScrumMasters. In this introductory session, Mitch Lacey serves up the tools you need to get started with Scrum. He leads you through a series of interactive discussions and hands-on exercises designed to reinforce the key tenets of Scrum. Learn about product and sprint backlogs, the sprint planning meeting, activities that occur during sprints, the sprint review, conducting a sprint retrospective, measuring and monitoring progress, and scaling Scrum to work with large and distributed teams. Mitch also describes the roles and responsibilities of the ScrumMaster, the product owner, and each member of the Scrum team. This experiential workshop session gets you started on the path to success.

Essential Test-driven Development

Rob Myers, The 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 unit is complete and fully tested. Rob Myers demonstrates the basic and essential TDD techniques, including unit testing with the common xUnit family of open source development frameworks, refactoring code, and using mock/fake objects in development. 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.

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

Payson Hall, Catalysis Group, Inc.

Every large software project is unique with each one facing its own complex array of challenges. When projects get into trouble, however, they often exhibit similar patterns—succumbing to risks that could have been anticipated and prevented or detected sooner and managed better. Common responses to the problems—blaming, deflecting action, or outright denial—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.

TO REGISTER CALL 888.268.8770 OR 904.278.0524 OR VISIT WWW.SQE.COM/BETTERAGILEWEST
TA Quality Assurance: Moving Your Organization Beyond Testing
Jeff Payne, Coveros, Inc.

Many organizations use the terms “quality assurance” and “software testing” interchangeably to describe their testing activities. But true quality assurance is much, much more than just testing alone. Quality assurance encompasses a planned set of tasks, activities, and actions used to provide management with information about the quality of software so appropriate business decisions can be made. Jeff Payne discusses the differences between software testing and quality assurance, and examines the typical activities performed during a true quality assurance program. Topics discussed include: evaluating software processes, validating software artifacts (such as requirements, designs, etc.), presenting a quality case to management, and how to get started implementing a true quality assurance program. Leave with a working knowledge of quality assurance, and a framework for incrementally improving your overall software quality assurance program.

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

How do you help your team deliver quality results on time while striking a balance between letting the team self-organize and classic management command and control? Based on his software project experiences, case studies, and the PMI's PMBOK® Guide, Ken Whitaker shares practical techniques to help project managers learn innovative scheduling techniques, make the right customer-focused decisions, reduce project risk, work more effectively with product owners and management, and transition their teams to become more agile. Ken pays special attention to projects that have not gone well and techniques to get them back on track. Participate in exercises to understand how you and your team really spend your days, estimate delivery dates more accurately, understand why multi-tasking is bad, and improve your communications skills. Ken illustrates key project management imperatives with case studies on why software projects fail, the impact of postponing quality validation, the impact of disruptions, and how to get a team to work in the “flow.”

TC Consultants’ Skills You Can Use Today
Payson Hall, Catalysis Group, Inc.

What do great consultants bring to an engagement—other than experience and expertise—that distinguishes them from their mediocre peers? A skilled consultant must be able to hit the ground running, quickly grasp the situation, listen attentively, communicate effectively, gather and analyze data, present suggestions in a business context, and manage expectations. These are skills that effective consultants bring to every engagement. Payson Hall teaches you these consultant skills to make you more effective on the job, whether on projects, communication model that improves both listening and speaking/writing, gain data gathering and analysis tools to help model problems and potential solutions, explore the basics of meeting management to help avoid wasting time and improve the effectiveness of meetings that are necessary, and examine the advantages of seeking frequent feedback on progress.
Scaling Agile with the Lessons of Lean Product Development Flow

Alan Shalloway, DragonFire, Inc.

While first generation agile methods have a solid track record at the team level, many agile transformations get stuck trying to expand throughout the organization. With a set of principles that can help improve software development quality and productivity, lean thinking provides a method for escaping the trap of local optimization. While agile teams can use lean principles to improve their practices, the larger organization can embrace lean to solve problems that commonly plague company-wide agile endeavors. Alan Shalloway explores the lean principles of mapping value streams, creating visibility, managing work levels, and more. Together, these lean principles and practices can help your organization dramatically reduce the amount of waste in the work that teams perform. Alan also introduces Kanban, an agile method that is a strong implementation of lean principles. Alan closes with agile adoption case studies that illustrate how lean thinking can extend Scrum practices.

Agile Test Automation

Janet Gregory, DragonFire, Inc.

Agile teams deliver “potentially” shippable software at the end of every iteration—typically, one to four weeks—but possibly as often as daily. This goal can’t be achieved without comprehensive automated tests, a place where many teams struggle. The challenge of automating functional regression tests even frightens many experienced and competent testers. But it doesn’t have to be this way. By combining collaborative teamwork with appropriate tools and design approaches, you not only can automate regression tests, but the team also can use test automation tools to enhance exploratory testing. Janet Gregory describes how to implement automation early in the project to guide development by providing real-time feedback to the team. She explores techniques for determining which tests to automate and which should remain manual. Janet demonstrates with examples how to design automated tests for maximum effectiveness and ease of maintenance. By the end of this session, you’ll understand how to fit automation activities within each iteration so testing “keeps up” with coding.

Usability Testing in a Nutshell

Julie Gardiner, Sage UK

Because systems are now more complex and competition is extreme, testing for usability is crucial 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.

Essential Patterns of Mature Agile Teams

Bob Galen, iContact

Many teams have a relatively easy time adopting the tactical aspects of the agile methodologies. Usually a few classes, some tools introduction, and a bit of practice lead teams toward a fairly efficient and effective adoption. However, often these teams get “stuck” and begin to regress or simply start going through the motions—not only 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 that 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.

Experience an Iteration: The Joys of Agile Done Right

Darshan Desai and Ravi Shanker, Microsoft

Do you want to make your agile development process work less friction and achieve more? Are you wondering how an iteration—a sprint in Scrum terms—should really work? If so, fasten your seat belt and hang on tight for a fast-paced ride into agile and how to do it right.

In this dynamic tutorial, Darshan Desai and Ravi Shanker, from Microsoft’s Visual Studio team, take you through a single iteration in their agile development lifecycle—from capturing requirements to final retrospective. They describe and explore all of the activities performed within an agile team and its interactions with other stakeholders. You’ll experience identifying and prioritizing requirements, breaking them down into stories, optimizing engineering processes for team collaboration, and getting continuous feedback throughout the cycle. Based on their experiences, Darshan and Ravi share some common pitfalls they’ve seen and overcome to help ease your way down the agile path. This session will be highly interactive—and, yes, it will be a lot of fun!

A Visual Management System for Enterprise Agile Projects

Arlen Bankston and Bob Payne, LithiSpeed

Many companies struggle when scaling agile methods to large, multi-team projects and programs. Enterprise-level agile adoption is especially challenging in environments that are not fully agile and where delivery cadences often vary wildly. A visual management system is a valuable tool to help teams and management overcome these challenges. Arlen Bankston and Bob Payne explore creating a Portfolio Alignment Wall, a simple and effective agile-ready coordination system based on proven implementations at widely differing companies. Learn how to track progress, visualize dependencies, and increase collaboration on large programs and portfolios through a powerful system combining elements of the Scrum ofScrums, visual management theory, value stream visualization, and a simple set of rules to balance simplicity and sufficiency. Participate in a simulation to craft a physical coordination board and leave with a draft plan for implementing a Portfolio Alignment Wall at your organization. Arlen and Bob describe and demonstrate both physical and virtual boards to address the needs of both collocated and distributed teams.

Understanding and Managing Change

Jennifer Bonine, Up Ur Game Learning Solutions

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 important in these challenging economic times.

Delegates are encouraged to bring a laptop to this session.
**Disciplined Agile Delivery: The Foundation for Scaling Agile**

*Scott Ambler, IBM Rational*

As they’ve adopted agile strategies, many organizations have tailored a combination of team-level Scrum and Extreme Programming (XP) practices. However, large enterprise organizations have learned that more is needed for them to succeed with agile. They need to rethink and redesign their delivery lifecycle from start to finish. Scott Ambler introduces Disciplined Agile Delivery (DAD), a hybrid agile process framework which addresses the full agile delivery lifecycle in a governed and enterprise-aware manner. Scott shares how to weave governance needs into agile development—from project initiation to release of applications into production. Explore the leadership and requirements management strategies of Scrum, the technical practices of XP, and strategies from Agile Modeling, lean, and Unified Process as applied in large-scale projects. Find out how to mitigate risk early in the agile lifecycle as you begin to deploy agile practices within your enterprise. Throughout this session, Scott will present findings from his ongoing industry survey into agile enterprise practices.

**Collaborating with Non-Collaborators**

*Pollyanna Pixton, Accelinnova*

We understand the vital importance of collaboration among team members. However, how can we deal with non-collaborators—people who won’t work with us? Although we may not be able to change them, we may be able to work with them or around them. Pollyanna Pixton describes how to identify non-collaborators—a leader, team member, team, or even a process. She then examines the system within which the non-collaborators work: their success factors, motivations, measurement and reward systems, fears, hot buttons, and hidden agendas. Pollyanna teaches you how to assess the risks in dealing with non-collaborators. Using a trust and ownership model, she maps the traits of non-collaborators and considers tools and techniques to cope with each trait. Finally, if all else fails, learn the options for working around non-collaborators. Learn to deal with non-collaborators by building a strategy that empowers you and your team to get the job done no matter what.

**The TDD/Legacy Code Dilemma: A Hands-on Workshop**

*Rob Myers, The Agile Institute*

Although we’d like to be reaping the rewards of TDD on all our projects, there is a large collection of challenging legacy code to maintain as well. How to proceed given the conundrum of needing good test coverage to safely refactor while at the same time needing to refactor the code to make it more testable? Although not a panacea, the solution to this dilemma lies in simple, pragmatic techniques for tearing apart the big code hairball into more manageable strands. Rob Myers shows how to start by getting critical areas protected with automated tests, which allows further refactoring of the code’s design—and the tests—until eventually the code base resembles a great test-driven work product. Rob introduces guidelines for deciding which code to first wrestle into submission, offers a simple three-question preparatory exercise, and demonstrates precise tactical refactoring and testing tricks. Join in this hands-on session to experience these techniques first-hand on a small, but challenging, blob of untested code (your choice of C#, C++, Java, or VB.Net).

LAPTOP Required. Delegates should have strong programming skills and be familiar with an object-oriented language and programming techniques. Delegates should bring a laptop installed with their favorite programming language and IDE—and come prepared to write code. Rob can provide JUnit for Java and NUnit for any .NET language. For any other language choice (e.g., C++ or Ruby), you will need to install (and verify) your chosen xUnit framework prior to the tutorial. For C++, the unit-testing framework must already be installed and working. We will not have time during the tutorial to configure a project for you.

**Agile Estimation and Planning: Scrum, Kanban, and Beyond**

*David Hussman, DevJam*

If you are new to agile methods—or trying to improve your estimation and planning skills—this session is for you. David Hussman brings years of experience coaching teams on how to employ XP, Lean, Scrum, and Kanban. He advises teams to obtain the estimating skills they need from these approaches rather than following a prescribed process. From start to finish, David focuses on learning from estimates as you learn to estimate. He covers skills and techniques from story point estimating delivered within iterations to planning without estimates by delivering a continuous flow of value. Going beyond the simple mechanics of estimation and planning, David explores agile techniques to enable continuous learning and ways to prevent sprint planning sessions from becoming empty rituals. Join David and your peers to practice your agile estimation and planning techniques so they can become powerful tools within your project.

**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. He then explains key design patterns including Strategy, Bridge, Adapter, Facade, 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.

**A Test Leader’s Guide to Agile**

*Bob Galen, iContact*

Much of the work of moving traditional test teams toward agile methods is focused on the individual tester. Often, the roles of test director, test manager, test team leader, and test-centric project manager are marginalized—but not in this session where we’ll focus on agile testing from the test leader’s perspective. Join experienced agile test leader and long-time coach Bob Galen to explore the central leadership challenges associated with agile adoption: how to transform your team’s skills toward agile practices, how to hire agile testers, how to create a “whole-team” view toward quality by focusing on executable requirements, and how to create powerful doneness criteria. Beyond the tactical leadership issues, Bob explores strategies for becoming a partner in agile adoption pilot projects, making changes to test automation strategies, and how to reinvent your traditional planning and metrics for more agile-centric approaches that engage stakeholders.

**Managing Requirements Risk: Concepts and Tactics**

*David Gelperin, ClearSpecs Enterprises*

We focus so much on creating good requirements that we often forget something even more important—the risk that our developers don’t understand the requirements and develop the wrong solution. David Gelperin believes that you should objectively assess your developers’ understanding of their requirements, their knowledge of the application domain—bank reporting rules, flight control, etc.—and their ability to actually create feasible solutions that satisfy the requirements. Join David and explore how creating acceptance tests early in the development process can be used to verify your developers’ understanding of the system, thus reducing the risk of significant rework or, worse, project failure. Through classroom exercises you’ll practice using risk mitigation techniques and learn ways to help developers build the right system the first time. All participants will receive a take-away resource CD they can use back at the office.

Windows laptop recommended. Bring a Windows-compatible laptop to access resource papers and explore a risk-focused requirements manager (LiteRM).
### GENERAL KEYNOTE

**Wednesday, June 13, 8:30 a.m.**

#### The Blurred Boundaries Between Dev, Test, and Ops

**Ken Johnston, Microsoft**

It's like watching a chase scene in a major summer blockbuster movie. You’re totally focused on the action when suddenly you realize the background is a blurry mess. Trees, buildings, street signs, and pedestrians on the sidewalk have become one mass of smeared colors.

As we increase the rate of new software releases and rely more and more on running web services for both interfaces and apps, we are beginning to see the boundaries blur between development, test, and operations.

Ken Johnston pokes some fun at the walls between our disciplines and then dives deep into working examples of organizations that are erasing the lines between Dev, Test, and Ops to create more fluid and innovative businesses.

Using his experiences from the Bing search development team at Microsoft, Ken describes the impact of lean thinking, Kanban, cloud computing, and continuous deployment on role definitions. He shares his insights on the evolution of testing in this new data rich, continuously evolving ecosystem of live web services.

Rather than redrawing the Dev-Test-Ops lines, you can become part of the revolution that helps blur the lines into total obscurity.

Ken Johnston is the principal test and business operations manager for the Bing Shopping, Travel, and Entertainment verticals. Since joining Microsoft in 1998, Ken has held positions of test lead on Site Server and MCIS, and test manager on Hosted Exchange, Knowledge Worker Services, Net Docs, MSN, Microsoft Billing and Subscription Platform service, and Bing Infrastructure. For two and a half years he served as the Microsoft Director of Test Excellence.

A frequent speaker, blogger, and author on software testing and services, Ken is co-author of *How We Test Software at Microsoft* and contributing author to *Experiences of Test Automation: Case Studies of Software Test Automation*. Reach Ken through twitter @rkjohnston.

### AGILE DEVELOPMENT KEYNOTE

**Wednesday, June 13, 10:15 a.m.**

#### Integrating Systems Thinking into Enterprise Agile

**Alan Shalloway, Net Objectives**

While Scrum and XP have become very popular in agile development shops, most companies adopting them run into problems beyond just a few teams. These challenges often fall into a common set of patterns, which points to a lack of systems thinking—the process of understanding how things influence one another within a larger whole.

Alan Shalloway shares his ideas on how the agile community can move beyond its team-centric approach to adopt a more holistic, systems-based approach. Systems thinking creates new opportunities to create substantially larger development teams—Alan calls them “pan-teams.” These teams work independently with a common vision and context.

Pan-teams enhance the motivations for the teams and individuals to collaborate as a normal part of their daily work thus reducing the amount of forced collaboration. Although not a panacea, systems thinking provides a better platform to solve enterprise-wide challenges because your organization learns to approach problem solving holistically and avoid the trap of unintended consequences.

With more than forty years of experience, the founder and CEO of Net Objectives Alan Shalloway is an industry thought leader in lean, Kanban, product portfolio management, Scrum, and agile design. Alan helps companies transition enterprise-wide to lean and agile methods, and teaches courses in these areas. He is the primary author of *Lean-Agile Software Development: Achieving Enterprise Agility, Design Patterns Explained, Lean-Agile Pocket Guide for Scrum Teams*, and *Essential Skills for the Agile Developer*. Co-founder and board member for the Lean Software and Systems Consortium, Alan is a popular speaker at prestigious conferences worldwide.

### BETTER SOFTWARE KEYNOTE

**Wednesday, June 13, 12:45 p.m.**

#### Influence and Authority: Using Your Personal Power to Get Things Done

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

How often have you been in a situation where you could see the solution and yet did not have the authority to make a change? You tried persuasion; you tried selling your ideas; you might have even tried friendly manipulation to get your way. And nothing worked. Here’s a new plan. We can learn to develop and use personal power and influence to effect positive changes in our companies.

Johanna Rothman describes how we can be specific about the result you want, look for what’s in it for everyone, and consider short- and long-term options to foster change while acting congruently and authentically. Although it’s not easy to do, with preparation and persistence you can transform yourself into a person with personal influence. When you’re influential, you build your power and, by extension, your informal authority in the organization.

Join Johanna to examine what engenders personal power, how it might be affected by your company’s culture, and how you can become more influential in any organization.

Johanna Rothman works with managers and leaders to identify problems and seize opportunities regarding how they manage their product development, focusing on removing management and technical staff impediments.

**Sustainable Software Quality—at Warp Speed**

*Richard Hensley, McKesson Health Solutions*

Businesses demand high levels of product quality, development productivity, planning reliability, employee satisfaction, and customer loyalty. And yet, people and organizations often ignore all those goals and focus on building systems with as many features as possible delivered by a specific due date. When the work is complete, retropectives surface the dissatisfaction concerning missed dates, poor quality, technical debt, and more. Richard Hensley describes his last three years at McKesson, where they have delivered 103 production releases with no significant defects, fulfilled sixteen multi-million dollar contracts, maintained high employee morale, and trained 5,000 users. Employing the Kanban approach for change management, McKesson implemented new tools selected from RUP, XP, Scrum, and lean—dailly focused planning, stand-up meetings, retrospectives, TDD, information radiators, user stories, etc. They automated anything they could and measured everything possible. Most importantly, though, they developed a culture that puts quality and continuous improvement at the forefront. Richard outlines the ideas behind McKesson's cultural and delivery success, and describes how their approaches can work in your business.

At McKesson Health Solutions, Richard Hensley leads the lean business and product development transformation, establishing the vision for development for the next decade. Richard is working with business and product development leaders to “pull the quality lever” in a meaningful way. Their goal is to transform the development organization responsible for products supporting four major lines of business that contribute significantly to the financial success of McKesson. Richard is a twenty-five year product development veteran in the healthcare technology industry and has built systems supporting pharmacies, prescription insurance claims, clinical laboratories, and many more. In these products, Richard has worked as software engineer, quality engineer, system architect, change agent, process lead, and technology lead.

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**Agile Measures that Matter: What Are You Really Learning?**

*David Hussman, DevJam*

“Speed” describes how fast an object is moving and let's us compute the distance it has traveled. “Velocity” is different—it defines both speed and direction. So why do I meet so many teams who talk about their velocity but lack direction? Once you can track speed and distance, the real challenge becomes envisioning, validating, and measuring direction and purpose. David Hussman explores what teams typically measure and track in agile projects today, and compares these to what is most important to the business and to the project's success. Come ready to question what you are measuring and how it is helping you improve. Join David to learn how to use data in more meaningful ways, discover new ways to measure velocity, and identify new tools to help ensure you are doing more of what is really needed. Come away with the answer to the key question: How do your teams know that they are building the right things for the business?

Working with companies of all sizes worldwide, David Hussman teaches and coaches the adoption of agile methods as powerful delivery tools. Sometimes he pairs with developers and testers; other times he helps plan and create product roadmaps. David often works with leadership groups to pragmatically use agile methods to foster innovation and a competitive business advantage. Prior to working as a full-time coach, he spent years building software in a variety of domains: audio, biometrics, medical, financial, retail, and education. David now leads DevJam, a company composed of agile collaborators. As mentors and practitioners, DevJam focuses on agility as a tool to help people and companies improve their software production skills. For more information, visit devjam.com.

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**The Paths to Innovation**

*Patrick Copeland, Google*

There are many paths to innovation. At one extreme, many large companies create research labs, staff them with world-class Ph.D.s, and set them working for years to solve complex technical problems. At the other end is the proverbial “two entrepreneurs in the garage” working on a shoe-string budget. Between these extremes are all sorts of organizational structures, team sizes, budgets, and time horizons to encourage innovation. Patrick Copeland introduces basic models for innovation—top-down, democratic, and his personal favorite “eXtreme”—and describes how Google’s core beliefs, culture, organization, and infrastructure have successfully encouraged and enabled democratic innovation throughout its growth. From the now famous “twenty-percent time” offer to engineers to its culture of trust, Google is famous for its innovation and out-of-box thinking and execution. Patrick concludes with an “Unleash the Innovators” manifesto/guide that any team, department, or organization can adapt and adopt to stimulate and leverage eXtreme Innovation. Find your own path to innovation and set out to change your world—one step at a time.

With more than fifteen years of experience in software engineering, Patrick Copeland is passionate about delivering innovation, and building and improving world-class products. As a senior engineering director at Google, he leads the Decision Platforms team that builds platforms and infrastructure for Google’s advertising business. Previous to Decision Platforms at Google, Patrick was responsible for a group of a thousand engineers in twenty-five countries. His team developed innovative engineering tools, systems, and processes that provide a competitive advantage for Google. His goal is to accelerate Google and save time that then can be used for innovation. During his eleven years at Microsoft, he led engineering teams that created operating systems, databases, business applications, and cloud-based systems.
Software development projects are just different. They're often high-risk ventures with extremely complex interrelationships, filled with uncertainties, dependent on scarce knowledge workers, and much more. So, the leadership style and skills needed to be successful are quite different from those needed in simple, stable projects that run through organizations. Kent McDonald introduces his Context Leadership Model, an important managers’ tool that uses the project characteristics of uncertainty and complexity to provide guidance for project leadership and governance. Kent demonstrates how to assess the characteristics of a project, how to choose the project leadership approach based on those characteristics, and how to tailor it for unique situations. Work with Kent and your peers to evaluate the characteristics of your own projects, identify the best leadership approaches, and find out what you need to do to prepare yourself to ride a bull of a project safely through a China shop.

One key to specifying effective functional requirements is minimizing misinterpretation and ambiguity. By employing a consistent syntax in your requirements, you can improve readability and help ensure that everyone on the team understands exactly what to develop. John Terzakis provides examples of typical requirements and explains how to improve them using the Easy Approach to Requirements Syntax (EARS). EARS provides a simple yet powerful method of capturing the nuances of functional requirements. John explains that you need to identify two distinct types of requirements. Ubiquitous requirements state a fundamental property of the software that always occurs; non-ubiquitous requirements depend on the occurrence of an event, error condition, state, or option. Learn and practice identifying the correct requirements type and restating those requirements with the corresponding syntax. Join John to find out what’s wrong with the requirements statement—“The software shall warn of low battery”—and how to fix it.

Cloud computing is a paradigm that makes the notion of utility computing a reality. Instead of investing scarce capital in computing resources, IT organizations are turning to pay-for-use hardware, software, and infrastructure available through the Internet. Unfortunately, because cloud services vendors have their marketing engines further into the cloud than their technology actually reaches, there is a great deal of hype around cloud computing. Arlene Minkiewicz introduces the concepts of cloud computing, discusses the different kinds of clouds, and explores different models for employing cloud-based services. She provides insights into the benefits, challenges, and risks associated with moving development, testing, and production systems to the cloud. Explore the costs you’ll face to migrate to cloud computing and how to estimate the ongoing costs associated with the utility computing model. Strip away the hype and leave with a solid foundation of what the cloud is all about and where it’s headed.

Mobile application development introduces additional complexity when compared to building traditional applications. In order to successfully develop and deploy mobile applications, it is essential to account for variability in networks, service providers, devices, operating systems, and browsers. Todd DeCapua shares practices for successfully navigating this complexity while preserving both speed-to-market and application performance. Outlining a new approach to the agile development-test-deploy cycle for mobile, Todd demonstrates how to integrate functional testing and performance engineering throughout the application lifecycle and establish a new level of cooperation among test, development, and operations. With Todd’s guidance, you will learn how to empower change in your organization and provide a strategic roadmap for your business to speed mobile application development while improving application quality and the end user experience. Using real-world examples from organizations that have broken down traditional barriers, Todd shares practical lessons that you can apply immediately to your development practices.
**AW1 BECOMING AGILE**

Ten Things You Absolutely Must Know Before Touching Agile with a Barge Pole

_Ade Shokoya, AgileTV.co.uk_

As agile continues to grow in popularity, more organizations are experiencing the frustration and pain that accompany attempts to move from traditional to agile practices. With that pain comes the awareness that organizational and cultural change is essential to an agile adoption strategy. Ade Shokoya shares proven approaches for “selling agile” to senior management, colleagues, and all business stakeholders. Ade offers up what he calls “stealth agile” as a catalyst for organizational change. You’ll learn about the three personality types essential to successful agile transformation initiatives and how to avoid the common agile mistake that could cost you your job and/or reputation. Take back a guide to determine the agile transformation strategy best suited to your organization’s size and culture. Whether you are thinking about introducing agile into your organization or are already in the process, leave equipped with strategies that the world’s top experts use to transform organizations from waterfall to agile.

**AW2 AGILE IMPLEMENTATION**

Adding Good User Experience Practices into Agile Development

_Jeff Patton, Comakers, Inc._

Whose job is it to ensure that the user has a good experience with a new application? As agile processes are taught today, the user experience (UX) design practice is usually left out or at best described as an optional team role. However, the companies that build useful, usable, and desirable software know that UX is baked into the whole development process. Jeff Patton describes what user experience design is and isn’t, and how every person on the team has something to contribute. Hear concrete examples of how companies have adopted their UX practice to work well in an agile context and, along the way, discovered innovative UX practices that work better in agile contexts. Jeff explores pragmatic personas, guerrilla user research, design sketching, lightweight prototyping, and concept testing. Leave with valuable tips for adding UX practices and thinking to your agile process to help you get good user experience.

**AW3 KANBAN**

Transitioning Your Team to Kanban: Theory and Practice

_Gil Irizarry, Constant Contact_

You’re familiar with agile and perhaps practicing Scrum. Now, you want to learn about Kanban to see if it is something to add to your development toolkit. Can Kanban help you? How does it differ from Scrum and other agile methodologies? Kanban is quickly being adopted by teams that want to improve their productivity. Kanban focuses on continuous flow and incorporating the theory of constraints which together allow teams to improve and streamline their product delivery. Learn about Kanban—not only the theory, but also practical lessons on transitioning your team to Kanban. Get insight into moving from Scrum to Kanban and pick up techniques that can aid any team. See cumulative flow diagrams, WIP (work-in-progress) limits, classes of services in action, and hear about other ideas from the Kanban toolset. Come and grow your agile repertoire!

**AW4 AGILE TESTING**

Agile Testing: Challenges Beyond the Easy Contexts

_Bob Galen, iContact_

Don’t let anyone tell you differently: agile testing is hard! First, we have to get over the misconception that you don’t need testers within agile teams. Then, we have to integrate testers with the developers and engender a holistic quality approach. And those are only the challenges when the going is easy! In more difficult contexts, testing in agile environments is—well, even more difficult. Bob Galen explores how to handle testing in difficult contexts—lack of test automation capabilities, agile in highly regulated environments, testing when your team is spread globally and real-time interactions are nearly impossible, and more. He describes contexts and approaches for blending existing, traditional testing techniques with their agile counterparts. With real-world examples, Bob describes how teams have achieved a good working balance between the two—for example, in test planning and quality metrics reporting. If your agile project is in a difficult testing context, come with your big issues and expect some new options, but no silver bullets. Remember—it’s hard!
It is easy to find a million ways that software development and project managers can let down their teams and their projects. Ken Whitaker has identified seven pragmatic leadership tips and techniques you can use to build and sustain a great team that consistently delivers great software. Specifically, Ken discusses how to keep project management jargon and bureaucracy to a minimum, what your role as a project manager really is, how to take action to lead rather than just manage, how to mitigate losing your best performers to competitors, how to design in quality from project inception, how to realistically set schedule expectations, and some great ways for simplifying your communication to stakeholders. You’ll find this presentation to be useful, exciting, and motivating. These habits are powerful—yet so simple you can put them into practice immediately.

Have you ever delivered an application with functionality that was not what the stakeholders really wanted—or needed? Have you ever discovered that you were listening to the wrong people? Has your team ever developed a really beautiful application that no one uses? A truly successful project really is, how to take action to lead rather than just manage, how to mitigate losing your best performers to competitors, how to design in quality from project inception, how to realistically set schedule expectations, and some great ways for simplifying your communication to stakeholders. You’ll find this presentation to be useful, exciting, and motivating. These habits are powerful—yet so simple you can put them into practice immediately.

The cloud has rapidly gone from "that thing I should know something about" to the "centerpiece of our five-year corporate IT strategy." However, cloud computing is still in its infancy. The marketing materials ignore or gloss over the many risks present today in the cloud—data loss, security leaks, gaps in availability, migration costs, and more. Ken Johnston and Seth Eliot share new research on the successful migrations of corporate IT and web-based companies to the cloud. They lay out the risks to consider and explore the rewards the cloud has to offer when companies employ sound architecture and design approaches. Discover the foibles of poor architecture and design and how to mitigate these challenges through a novel Test Oriented Architecture (TOA) framework. Take back insights from industry leaders—Microsoft, Amazon, Facebook, and Netflix—that have jumped into the cloud so your organization does not slam to the ground when it takes the leap.

Because the mobile market is extremely dynamic, maintaining consistent application quality is always difficult. Managing the risk exposures with mobile apps and embedded software requires comprehensive testing of a wide variety of platforms operating on multiple networks. Testers have to contend with short development cycles that require continuous QA efforts. Three key building blocks are required to overcome these obstacles: device-agnostic automation, access to a large selection of handsets and tablets, and ways to seamlessly apply your existing testing tools, skills, and knowledge to mobile. From his experience working with enterprises going mobile, Eran Yaniv shares the do’s and don’ts for selecting an enterprise-grade mobile testing and automation platform, and offers his analysis of the advantages and disadvantages of the various approaches. Eran covers key considerations for developing your mobile testing framework, leveraging existing test tools for mobile testing, deploying a robust mobile automation strategy, and more.
**AW5 BECOMING AGILE**

**Designing Agility Practices that Last**
*David Hussman, DevJam*

Every day more agile practices and styles emerge, overlap, and compete. This proliferation challenges you to choose from among XP, Scrum, lean, Kanban, or the ways of the emerging Lean Start Up crowd. Rather than stumbling down one path or another, join David Hussman as he shares tools for assessing and designing an agile process with practices that address your specific needs and constraints. David starts by teaching a simple assessment process to help you understand where you are today. Then, he offers ideas for selecting a meaningful set of practices and moves on to teach you how to create a meaningful and measurable coaching plan. David covers the selection of product planning tools, iterative delivery tools, tracking tools, and more. If you want to clear the fog about which agile practice will really help you, come for some answers. Even if you don’t yet know what questions to ask, David can help.

**AW6 AGILE IMPLEMENTATION**

**Agile Metrics: Velocity Is Not the Goal**

Velocity is one of the most common metrics used—and one of the most commonly misused—on agile projects. Velocity is simply a measurement of speed in a given direction—the rate at which a team is delivering toward a product release. As with a vehicle en route to a particular destination, increasing the speed may appear to ensure a timely arrival. However, that assumption is dangerous because it ignores the risks with higher speeds. And while it’s easy to increase a vehicle’s speed, where exactly is the accelerator on a software team? Mike “Doc” Norton walks us through the Hawthorne Effect and Goodhart’s Law to explain why setting goals for velocity can actually hurt a project’s chances. Take a look at what can negatively impact velocity, ways to stabilize fluctuating velocity, and methods to improve velocity without the risks. Leave with a toolkit of additional metrics that, coupled with velocity, give a better view of the project’s overall health.

**AW7 KANBAN**

**Why Continuous Improvement Programs Fail: Can Kaizen and WIP Help?**
*Michael DePaoli, VersionOne*

If you have established an agile or lean development approach and aren’t experiencing meaningful innovations or improvements in your process, this session is for you. Michael DePaoli shares an interdisciplinary understanding of why change initiatives so often fail and what to do about it. Join Michael and your peers to explore the neuroscience behind change and review the patterns of cultural, organizational, and behavioral dysfunction that impede improvement efforts. To address these challenges, Michael explores the kaizen philosophy of change and why optimizing from a current situation is often better than attempting revolutionary changes. Through the use of an innovation game, you’ll have an opportunity to share your challenges with continuous improvement and work with Michael and other participants to map out a new approach. Learn how to cultivate a kaizen culture and apply work-in-progress (WIP) limits to achieve a continuous improvement competency within your development approach.

**AW8 AGILE TESTING**

**Testing Traps to Avoid on Agile Teams**
*Janet Gregory, DragonFire, Inc.*

Why do many agile teams fail at testing? Iterations turn into mini-waterfalls with testing at the end; stories never become “done” and carry into the next iteration with unresolved bugs; testers worry they’re losing control or being set up to fail; customers keep changing their minds after all the tests have passed. However, some teams do succeed with testing on agile projects. What do they do differently? Janet Gregory shares the lessons she’s learned that help teams—and especially testers—get agile right. With examples from her real-world experiences, Janet describes the testing traps and the practice or process to help fix each one. One example is “forgetting the big picture”—so easy when you are testing small, granular stories. A practice to put in place that avoids this trap is implementing feature acceptance tests to supplement story acceptance tests. Janet outlines the basic steps you can take that can make the difference between success and failure.
**BW9 PROJECTS & TEAMS**

**When the Pressure Is On: A Risk-based Approach to Project Management**

*Reán Young, The Kroger Company*

Teams everywhere have experienced tight deadlines for software development projects. In such time-constrained situations, how can you systematically determine where to focus the team’s efforts? How do you determine the right level of requirements documentation? How do you decide how much testing will be necessary so that you are not doing too little—or too much? Reán Young shows how a risk-based approach to these and many other issues helps you identify project strategy options and set priorities. Based on a combination of business and technical factors, you’ll learn to evaluate risks in each area of the application, and devise a plan to ensure that the most critical features will be developed, tested, and delivered before the deadline. When the pressure is on, project teams will be equipped to take ownership of the process and have the tools needed to target, prioritize, and focus appropriately on all aspects of the project—requirements, development, test, and release.

**BW10 BUSINESS ANALYSIS & REQUIREMENTS**

**How to Rework Poorly Defined Requirements**

*Steve Caseley, CBT Nuggets*

Poorly defined requirements are even more dangerous than no requirements because they offer the illusion that all is well during development. However, when user acceptance testing begins, requirements problems surface and the users rightly say, “I don’t care that the system test has passed, this isn’t what we need, and we won’t be signing off.” Steve Caseley reviews the actions he took to rework the requirements on two failed projects and the changes he made to get new projects off to the right start. Steve explores how statements such as “new reports must be balanced with the old reports” were re-written to identify quantifiable variances. He shows how other loosely defined requirements were reworked to provide clear mapping of measurable requirements to expected test results. Join Steve to gain knowledge and insight you need to refactor poor requirements—and to develop the requirements your team and customers need on your next project.

**BW11 CLOUD COMPUTING**

**ALM in the Cloud: Bringing Code to the Cloud and Back Again**

*Mik Kersten, Tasktop Technologies*

The deployment destination for today’s applications is going through its biggest transition since the rise of the application server. Platform-as-a-Service (PaaS) and other cloud service offerings are putting pressure on every stakeholder in the application lifecycle, forcing us to modernize both our skill sets and tool stacks. Mik Kersten describes the key cloud technology trends and demonstrates how the coming wave of cloud-friendly application lifecycle management (ALM) tools and practices will become the defining factor for productivity and ultimate success. Discover the new challenges developers face when deploying and debugging multi-tenanted applications on hosted infrastructures. Learn how continuous integration loops require testers to learn new tools that connect them directly to running applications. See what business and development managers must wrap their heads around with an ever-growing set of shiny—but often siloed—tools that are wreaking havoc with governance. Leave with a new appreciation for and understanding of what it takes to develop mission-critical systems for the cloud.

**BW12 SOFTWARE QUALITY**

**Developer-driven Quality: Putting Developers in the Drivers’ Seat**

*Colby Litnak, MasterControl, Inc.*

Although many software development teams rely on their QA/Test departments to uncover critical product defects near the end of development, we all recognize the inefficiency of this approach. It’s better to find and fix defects earlier in the software development process to save time and money in the long run! Colby Litnak explores key concepts that encourage and empower developers to take primary responsibility for producing quality software. As with a souped-up race car, developers need specially designed tools and practices when they are at the wheel: fail-fast frameworks, one-click test execution, automated defect prevention principles, automatic notifications of untested code, hurtful test failures, and much more. Discover the principles developers must embrace to produce high quality code the first time—before it goes to QA/Test. If you are ready to get in the fast lane and put your developers in charge of quality, this session is for you.
**AW9** BECOMING AGILE

**Signs Your Agile Adoption Is Off Track—and How to Fix It**

*Thomas Stiehm, Coveros, Inc.*

Adopting agile is often a difficult proposition with many variables and sometimes uneven results. Recognizing when your adoption isn’t working well and taking pro-active actions to put it back on track are essential. So, how do you know if your adoption is proceeding through rough but expected waters or running the risk of failing? Thomas Stiehm describes the signs of serious adoption problems and the steps you can take to fix them. Leveraging ten years of experience helping teams adopt agile, Tom walks through the many successes and failures he’s seen and, more importantly, the mistakes companies and people made that led to those failures. Learn the remediation steps you can take to re-energize and re-center your adoption efforts. Don’t let small missteps cascade into failure. Instead, join in and take back an action plan that’s sure to increase the odds of making your agile adoption a win for you, your teams, and your company.

**AW10** AGILE IMPLEMENTATION

**Lean Management Principles: The Foundation for Large-scale Agile**

*Tim Heller, Nationwide*

Achieving enterprise-wide agile adoption is something that many companies want, but few have actually realized. Many organizations find that legacy management thinking and practices get in the way of a sustainable agile transformation. Tim Heller shares how Nationwide’s Application Development Center has adopted lean management principles as its foundation. Like their dev teams, Nationwide’s managers have embraced lean concepts such as determining value from the customer perspective, eliminating waste, improving flow, and more. They have adopted many of the same lean/agile practices as the dev teams, including pairing, stand-ups, visual management, etc. Nationwide’s non-traditional approach includes management training and coaching to help instill lean principles into the organization’s culture and leadership style. If your company has struggled to grow its agile adoption beyond a select few teams or projects, this session is designed with you in mind.

**AW11** AGILE TECHNIQUES

**Test-driven Development: An On-stage Demonstration**

*Llewellyn Falco, DevelopMentor*

Test-driven development (TDD) is a skill that takes patience to master—you can’t learn it reading a book. As with learning any new language, to gain fluency you need to practice TDD with competent coaching and lots of hard work. Many well-intentioned programmers try and finally give up on TDD because they never develop the fluency it requires. On stage, Llewellyn Falco leads a live TDD demonstration, talking through the process and microsteps of: (1) studying a feature, (2) creating an initial test, and (3) iteratively developing the related test code and feature code until the feature is completely programmed. Watch how to iteratively write a test, see it fail, and then write the feature code to make it pass. After explaining the theory behind the particular TDD technique used, Llewellyn leads participants in testing progressively more complex objects and scenarios.

**AW12** AGILE TESTING

**Acceptance Test-driven Development: Tests with the Future in Mind**

*Jeff “Cheezy” Morgan, LeanDog, Inc.*

Acceptance Test-driven Development (ATDD) is a popular topic these days—everyone’s excited about the idea of writing tests prior to development. Yet many teams run into difficulties as they attempt to implement this practice. It’s all too easy to fall into the trap of writing acceptance tests that mostly specify keystrokes and button clicks. Join “Cheezy” Morgan as he offers an overview of ATDD while sharing his experiences and insights gained working with numerous teams implementing ATDD. ”Cheezy” will take you on a journey of discovery, demonstrating practical techniques for writing ATDD tests that describe the essence of what they are specifying while hiding unnecessary details that obfuscate their meaning. Because ease of maintenance is a key to ATDD’s long-term ROI, “Cheezy” shows how to structure and layer test code to reduce brittleness and fragility so your ATDD test suite will retain its usefulness well into the future.

Register a group of three or more at the same time and save 20% off each registration. To take advantage of this offer, please call the Client Support Group at 888.268.8770 or 904.278.0524 or sqeinfo@sqe.com, and reference promo code GRP3.
The essence of emergent design—that is, start with a simple design approach for isolating those potential affects. Alan describes the may affect the system in the future, and then find the simplest trick is to identify potential design alternatives, analyze how each we know the right balance of upfront design work versus require expensive rework and hurt more in the long run. How can agility, Ray addresses other key practices that foster higher methods establish key reinforcing loops that improve tool—casual loop diagrams—that shows you how to identify and To help you diagnose systems issues, Ray demonstrates a visual “feed” the system and achieve the highest potential productivity. software productivity, Ray explores the elements necessary to when you enable developers to grow and master the organizational agility, Ray addresses other key practices that foster higher performance teams: leadership style, governance, and open communication.

Avoiding Overdesign and Underdesign

Alan Shalloway, Net Objectives

The question of how much design to do up-front on a project is an engaging conundrum. Too much design often results in excess complexity and wasted effort. Too little design results in a poor architecture or insufficient system structures which require expensive rework and hurt more in the long run. How can we know the right balance of upfront design work versus emerging design approaches? Alan Shalloway shows how to use design patterns—coupled with the attitude from agile of “don’t build what you don’t need”—to guide your design efforts. The trick is to identify potential design alternatives, analyze how each may affect the system in the future, and then find the simplest approach for isolating those potential affects. Alan describes the essence of emergent design—that is, start with a simple design and let it evolve as the requirements evolve—and demonstrates how to refactor to achieve better designs, which really is quite different from refactoring bad code.

Application Lifecycle Management Imperatives

Monica Luke, IBM Software

Ever growing software development needs and faster delivery cycles coupled with flat or shrinking IT budgets have brought many organizations to new agile and lean practices. Together, these disruptions are causing a sea of change in the application lifecycle management (ALM) landscape. Although management tools aren’t an explicit focus for most development teams, choosing the right tools for enterprise development is an important factor in keeping everyone productive. Monica Luke discusses the five key imperatives for ALM implementations: in-context collaboration, accelerating time to delivery with real-time planning, improving quality with lifecycle traceability, refining predictability with development intelligence, and reducing costs through continuous improvement. For each imperative, Monica offers concrete examples and lessons learned from real-world implementations. Don’t get lost in the weeds with an ALM tool. Instead, maintain laser focus to these imperatives that cut across and join all software development disciplines.

The Mis-education of Software Testers: Rethinking and Relearning Software Quality

Clinton Sprauve, Micro Focus

The role of the software tester is continuing to evolve, becoming more complex and more technical. As new methodologies, technologies, and platforms emerge, testers are bombarded with new, so-called “best practices” on how to do their jobs. The problem is that testers have heard the same songs with different lyrics for more than twenty years now. Clint Sprauve takes a contrarian’s view of testing and the quality assurance industry. He examines some of today’s typical testing “best practices”—keyword-driven testing, requirements traceability, the tester’s role in agile development, quality reporting, tool expertise, and quality certification programs—while providing alternative approaches for how to view each practice. If you and your organization are not satisfied with how testing is done, how the rest of the organization views testers, or the perceived value of testing, join Clint and your colleagues to challenge conventional wisdom of how testing should be done.
**AT1  SCALING AGILE**

**Agile Architecture Practices for Large Scale Agile Development**

*Scott Ambler, IBM Rational*

Although “agile architecture” may sound like an oxymoron to you, the reality is that a simple, elegant architecture is a key enabler of any successful system, particularly large scale ones. Scott Ambler describes agile architecture practices—at both the project and enterprise level—that form a middle ground between the extremes of big architecture up-front and outright hacking. Scott discusses agile modeling practices—initial architecture envisioning, proving an architecture with working code, and just-in-time model storming—that enable agile teams to benefit from architectural modeling without suffering the drawbacks of detailed design documentation. Beyond architecture, Scott introduces agile design techniques—continuous integration (CI), test-driven development (TDD), and refactoring—that build on and provide feedback to an emergent architecture. To illuminate the importance of agile architecture strategies, Scott discusses these topics within the context of the Disciplined Agile Delivery (DAD) methodology, a hybrid agile framework covering the full delivery lifecycle.

**AT2  AGILE REQUIREMENTS**

**Specification by Example: Building Executable Requirements**

*Michael Connolly, OPOWER*

Specification by Example is a collaborative approach for constructing executable requirements. Examples demonstrate how the system should operate through the eyes of its users and shows understanding of the application’s functions. Michael Connolly demonstrates the practical and easy-to-implement Specification by Example method which he uses to write user stories and acceptance criteria. This direct approach, in which requirements are elaborated via executable code, creates a solid communication bridge between non-technical and technical staff and managers within the organization. Eventually, these executable requirements become the basis for the system’s acceptance test suite. As a take away, Michael provides participants with a lightweight requirements document format and an acceptance criteria framework to help you translate written specifications into automation. In addition, you’ll receive a template showing each team member’s role and responsibilities with respect to requirements throughout the project lifecycle.

**AT3  AGILE TECHNIQUES**

**Implementing Agile in the Cloud with a Large Distributed Team**

*Jeremy Leach, Pitney Bowes*

Jeremy Leach shares Pitney Bowes’ agile development experience implementing a cloud-based application with a large, globally-distributed team. Jeremy’s story recounts challenges working with the very specific delivery cycles required by third-party contractors and hardware vendors. He describes the interactions and complexities that a global engineering team face when multiple project and products must come together into a single release. Learn how outside elements can stress the development rhythm that a team needs, how to mitigate these challenges, and how Pitney Bowes eventually came to embrace them. Jeremy explores how their management evolved and the focus of their communications structure changed from key individuals to group collaboration. In conclusion, Jeremy shares lessons learned and how Pitney Bowes is structuring similar projects for the future.

**AT4  AGILE LEADERSHIP**

**Enterprise Agile: From the Top Down**

*Jon Stahl, LeanDog, Inc.*

Now that agile has gone mainstream, team-level development is not the only way organizations are implementing agile. Some senior management teams are trying to understand how they can implement agile—and lean—principles and practices from the top down. Jon Stahl demonstrates agile and lean techniques applied in a new way with certain constraints. With these techniques, your organization can begin its journey toward becoming an agile enterprise. However, before beginning, it is important that management “see the whole”—customers, projects, applications, people, leadership, financials, and standard work products—and start implementing and practicing the culture they wish to create. To help PMOs support this journey, Jon shares some guiding principles that can be applied to both agile and waterfall approaches. For those who already may be on the journey toward enterprise agility, join in to discover a more cohesive view of the path and develop better feedback loops along the way.
BT5 | PROJECTS & TEAMS

Lean Product Management: When Phase Gate Is the Wrong Choice

Greg Cohen, 280 Group

More than 70 percent of new software products fail or perform below expectations. Achieving product-market fit is essential—and doing it quickly and within budget increases your chances of success. However, the methods you should use depend on the problems you are trying to solve. The predominant phase-gate model used today is not always the right choice or fastest path to market. As an alternative, lean product management approaches focus attention on applying the right process at the project level. Greg Cohen describes the four product-market fit challenge types, how to identify the challenge type your project faces, and how to adjust your process accordingly. Then, Greg covers key principles of lean product management: dealing with uncertainty, the role of time in decision making, achieving competitive separation, capturing market opportunity, and implications compared to traditional project planning, phase gate releases, and budgeting cycles. If you are ready to challenge the wisdom of phase gate, this session is for you.

BT6 | DESIGN & CODE

Writing High Quality Code

David Bernstein, To Be Agile

Quality in delivered software is very different from quality in physical goods. You can see it or touch it, except in the code. When classes and methods are cohesive, non-redundant, well-encapsulated, assertive, and explicitly coupled, they are less prone to developer mistakes and far easier to debug, test, and maintain. David Bernstein asserts that paying attention to code quality helps developers focus every day on the key principles, patterns, and practices expert developers use. Even more, if you don’t pay attention to critical code quality attributes, iterative development practices can quickly degrade code into a maintenance nightmare. Join David and your peers to take a deep dive into the code quality attributes that make software more maintainable and less bug friendly. Learn to create software that provides value now and, in addition, is easy to change and extend so it can continue to deliver value far into the future.

BT7 | PERSONAL EXCELLENCE

Why Self-reflection Matters!

Tricia Broderick, TechSmith

All of us have experienced situations when we receive feedback. Some we readily accept; some we quickly reject. In a community that should be dedicated to constantly inspecting and adapting, why do we reject some feedback immediately? Tricia Broderick believes that self-reflection is the key to processing feedback in a positive light. In this interactive session, you’ll work with Tricia and other delegates to experience enriching discomfort, practice deep reflection, and ascertain why we can be so quick to dismiss feedback. Gain an understanding of how discomfort and self-reflection can be an IT professional’s best friends. Leave with an expanded understanding of self-reflection that includes taking greater responsibility for personal development and tweaking your improvement-seeking process. If you are looking to get out of your comfort zone and grow as an individual and team member, this session is for you.

BT8 | TESTING

The Challenges of BIG Testing: Automation, Virtualization, Outsourcing, and More

Hans Buwalda, LogiGear

Hans Buwalda shares his experiences and the strategies he’s developed over the years for testing on very large projects. When “normal” testing practices are stressed on large projects, a multitude of innovative ideas and concepts emerge to support the industrial-strength practices such projects demand. Learn the significance of keyword automation on big test projects, how to design tests specifically for automation, and how to fit automation and scaling into your strategy. Hans explores how virtualization can help you leverage resources and how to deal with numerous versions and configurations common to large projects. Then, Hans points out the possibilities and pitfalls of outsourcing test automation. The information presented is based on his seventeen years of worldwide experience with testing and test automation, in testing projects that in some cases need to execute continuously for many weeks on numerous machines.
Patterns of “Big” Scrum
Dan Rawsthorne, 3Back

Software development organizations adopting Scrum have struggled to apply it to big projects with multiple teams. Dan Rawsthorne is frequently asked, “What does ‘big’ Scrum look like?” Because no two organizations are alike, this simple question does not have a simple answer. However, Dan has discovered patterns that are common in organizations that successfully implement “big” scrum. The first pattern he explores—Product Owner Team—allows the organization to handle agility up and down the hierarchy. Dan also discusses the Cross-cutting Teams pattern that handles issues—architecture, usability, integration, performance, and evaluation—that the formal hierarchy can’t resolve. Finally, Dan discusses the BuddyUp pattern to describe the best way to work with subject matter experts from dispersed parts of the organization. Although there is no silver bullet for implementing Scrum in large organizations, using these patterns makes the job more straightforward and doable.

Lessons from a DevOps Journey
Matt Callanan, Independent Consultant

In large financial institutions, treasury departments—specialized teams of traders and experts in liquidity, risk, accounting, financial forecasting, and quantitative analysis—manage the organization’s wealth and financial risk. These departments require large, complex, third-party software products that must change often to support the treasury’s complicated business processes. Matt Callanan describes how a team of developers and operations staff—the DevOps team—applied agile principles to the “last mile” and reduced software deployment from one week to one day. He discusses how their DevOps team collaborated to develop automation solutions to support ongoing deployment activities and solve many issues in the operational environment. Matt explores their lessons learned: how to get the DevOps team’s skills mix right; tips on collaborating in a large organization; how to tighten feedback loops, and the pros and cons of various tools—IDEs, scripting languages, and deployment systems. Along the way Matt shows off some real-world code examples for development and operations practitioners.

Ready, Really Ready, and Really Really Ready Stories
Ken Pugh, Net Objectives

Product owners create stories they believe are ready for development. Developers accept and then estimate stories that are not really ready to be started. This disconnect between being “ready” and “really ready” results in miscommunication and frustration. For example, story development can take much longer than original estimates because of the details and “sad paths” that were not expressed in the story. Ken Pugh describes how to turn vague acceptance criteria into specific acceptance tests. He explains how levels of detail in acceptance tests can help to more closely estimate the effort required by stories and shows how acceptance tests determine when stories are complete. With Ken, you’ll go through creating a “really really ready” story and examine when it should be created and who should participate. Ken concludes by comparing how ready stories may be considered done, but “really really ready” stories will be “really really done.”
BT9 PROJECTS & TEAMS

Optimal Project Performance: Factors that Influence Project Duration
Paul Below, QSM, Inc.

Speedy delivery is almost always a primary project goal or a significant project constraint. To shorten project duration without sacrificing quality or budget, you need to know where to focus the team’s efforts. Mining the QSM database containing many quantitative metrics and numerous qualitative attributes, Paul Below shares the factors that have the greatest influence on project duration. While he’s at it, Paul debunks a couple of myths. For example, many managers consider team skill to be important in determining duration of software projects—not so. The most important factors are certain types of tooling, architecture, testing efficiency, and management/leadership skills, which Paul explores in depth. Learn a technique for normalizing your projects for size by computing the standardized residual of duration. Leave with new facts and data on how to improve your development skills and practices to increase velocity and keep the quality your customers expect.

BT10 DESIGN & CODE

Is Open Source Too Open? Tips for Implementing a Governance Program
Larry Roshfeld, Sonatype

By next year, 90 percent of large enterprises will include open-source software as business critical elements of their IT portfolios. However, most software development organizations have limited capability to govern the process of selecting, managing, and distributing open-source components—leaving them exposed to unforeseen technical and compliance risks. Larry Roshfeld examines how open-source components—and their dependencies—may expose your company to unforeseen and unnecessary vulnerabilities. He outlines the significant threats to software quality, stability, performance, security, and intellectual property that have occurred using such components. Then, Larry shares an action plan for balancing the risk/reward trade-offs of open-source software in the enterprise. Find out how to ensure that your organization uses only the highest quality open-source components and avoids the common vulnerabilities. Learn to establish a more aware, less risky, and more robust software supply chain with the low-cost components.

BT11 PERSONAL EXCELLENCE

Creating a Professional Credo: Aligning Career, Goals, and Personal Happiness
Marlena Compton, Mozilla

In a world where technology is rapidly changing, development practices are quickly evolving, and teams are frequently reorganized, how can you remain steady and true to yourself? Even though things are changing around you, you can build a solid framework of personal beliefs to guide you throughout your professional career. To develop a credo—from the Latin “I believe”—is to take a personal journey through your professional life and the ideas that shaped it, ultimately creating your own statement of core beliefs. This credo forms a stable foundation for personal plans and actions. Marlena Compton shares the framework she’s used to build her professional credo. She examines manifestos and mission statements that have influenced her beliefs about building software and how she uses her credo as a basis to form concrete goals and take action. Travel with Marlena through her journey of building a professional credo—and start on the trip to create yours.

BT12 TESTING

Automate to Accelerate: Planning Your Next Test Automation Steps
Roi Carmel, Hewlett-Packard

Is your organization implementing test automation and not achieving the expected success? Are you spending too much effort rewriting scripts that don’t hold up over time? Do your test plans sometimes look like random acts of automation? Roi Carmel shares a pragmatic process he’s used for defining automation goals, addressing automation challenges, and assessing an organization’s readiness for automation. Learn how to achieve greater success with automation and significantly increase test coverage, shrink timelines, and support overall business goals. Although there is no magic bullet, no express lane to a perfect automation center of excellence, Roi explains how organizations can assess their maturity against an automation maturity model in the areas of people, processes, and technology. Participants will have the opportunity to actively engage with Roi as he works through a maturity model-based framework for identifying next automation steps and presents case studies to show the framework in practice.
CONFERENCE SESSIONS

Thursday, June 14, 4:00 p.m.

**AT9** SCRUM

**Restating Scrum: Refining and Extending the Framework**

*David Starr, Scrum.org*

Knowing the rules of chess doesn’t equip you with strategies to win the game—much less make you a chess master. In the same way, many Scrum teams and their organizations know the rules but never consider longer-term strategies for getting the most out of Scrum. Sadly, of the thousands of organizations using Scrum, only a small fraction realizes Scrum’s true potential. To help address this epidemic and offer teams and companies ways to get more out of Scrum, the Scrum Framework has been codified in the Scrum Guide 2011. David Starr explains what elements of Scrum were revised and why, and offers practical guidance on avoiding common missteps that plague failing Scrum teams and organizations. David describes the extension model which allows the Scrum Guide to be expanded to support related strategies and practices.

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**AT10** AGILE REQUIREMENTS

**Collaboration Workshops: Discover, Plan, and Prepare the Product Backlog**

*Ellen Gottesdiener, EBG Consulting*

To deliver high-value products, your agile team must reach a shared understanding of prioritized stakeholder needs. Collaborative techniques are best for this type of work, but not all agile teams use them or use them efficiently. Some rely too heavily on written user stories or story maps and fail to address complex topics or resolve requirements conflicts among stakeholders. Ellen Gottesdiener outlines how you can systematically collaborate about the product backlog in nimble, timely workshops that give your team an open venue for working together to make complicated decisions. Ellen explores collaborative techniques for backlog discovery and preparation. She teaches you to use the Seven Dimensions technique to make sure you capture all product needs. Learn how to hold workshops—not merely meetings—including setting agendas, adopting decision-making practices, and employing value criteria to slice requirements across product releases. Leave with a holistic toolset to help you discover, prepare for, and deliver valuable products.

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**AT11** AGILE TECHNIQUES

**Implementing Agile in an FDA-regulated Environment**

*Neeraj Mainkar, Neuronetics*

While many industries have adopted agile, the medical device industry, which develops products for life-critical applications—where quality and reliability are clearly a top-priority—remains largely stuck under the “waterfall.” Medical device firms must comply with FDA regulations that overwhelmingly suggest a controlled, phase-gated approach to software development. Unfortunately, many companies and development organizations interpret FDA regulations to require a steep waterfall. Many industry long-timers incorrectly see agile as an undisciplined style of software development. Neeraj Mainkar demonstrates how those in regulated industries can overcome these and other hurdles. At Neuronetics, he helped implement key elements of agile while fully complying with FDA regulations. Neeraj explains how his group implemented agile best practices to regularly meet key project milestones, and used effective project management tools and communication techniques to overcome organizational challenges. He reports on ways that agile practices have helped improve the quality and reliability of their software, and served their company to produce software that better meets their customers’ needs.

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**AT12** AGILE LEADERSHIP

**Journey to Agility: Leading the Transformation**

*Skip Angel, BigVisible Solutions*

How far can you take agile within an organization? Is it enough to just focus on agile development practices such as Scrum and XP or is something more needed? Agile is much more than just a development methodology. Beyond product development, it can become an organizational strategy for increased success. Skip Angel shares an example of one company’s journey from no knowledge of agile to an organization of high agility. He answers many of your questions about transformation that can help your company on its journey to agility, especially how to get started. Skip describes the preconditions a company must be ready to accept—significant organizational changes and the major activities and events that happen during the transformation process. Agile changes organizations in terms of who they are, how they think, and what they can achieve.

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Reserve your room by May 8th at Caesars Palace at the discounted conference rate of $195 per night (plus tax). See Page 35 for details.
Successful software projects rely on good business analysis to deliver the right solution for the business. On their development projects organizations need people who can make that happen by understanding needs, defining clear and unambiguous requirements, and steering projects to deliver solutions to customers’ problems and add value to the business.

Business analysis—and the requirements that result—is increasingly important for both strategic planning and tactical product delivery. Business analysts and everyone who works on requirements need multiple skills: strategic thinking, enterprise analysis, requirements prioritization, analysis modeling, requirements elicitation and communication, product management, business architecture and user experience, and customer relationship management.

In this two-day workshop you will:

- Discover how to incorporate strategic analysis into your projects to ensure that you are identifying the right solution for the right problem
- Learn essential practices for requirements elicitation, prioritization, modeling, specification, and validation
- Discover pragmatic techniques for understanding your users and their needs—from the outside in
- Increase your self-awareness and communication competencies to improve customer collaboration
- Explore ways to adapt traditional business analysis practices in the agile environment
- Find ways to increase business analysis competencies within your organization, while also growing your own

Who should attend?
The Business Analysis Workshop is appropriate for anyone involved in business analysis: business analysts, systems analysts, requirements analysts, business managers, project managers, developers, product owners, test analysts, user experience analysts, ScrumMasters, and internal consultants.

For the complete workshop schedule visit www.sqe.com/BetterSoftwareWest/Workshop.
Agile Leadership Network Summit
Thursday, June 14 (evening reception) and Friday, June 15 (all day)

Bring your biggest issues and challenges to the Agile Leadership Network Summit where you can draw on the knowledge and experiences of Summit leaders and your fellow managers who may have already faced and solved some of your issues. You’ll hear what’s working—and not working—and have the opportunity to share your experiences and successes.

THURSDAY, JUNE 14

5:30 Welcome Reception — Think Tank Issues Identification: Agile Leadership and Adoption Issues
Linda Cook
Program Chair

FRIDAY, JUNE 15

8:00 Registration and Breakfast

8:30 Crafting an Agile Career Framework
Pat Reed, Gap, Inc.
The “career ladder” metaphor is as antiquated as the typewriter. Most of us are so focused on doing our work that we take our career for granted, assuming that it will naturally unfold in a progressive trajectory up the traditional “ladder.” However, we may discover the ladder is blocked when the next rung is occupied by someone who is not moving up. Let’s replace the old metaphor with the “career jungle gym.” You pick your own path. Sometimes you move up, but more often you move from side to side, across, or even down and around to get where you want to go. As you move, you increase your knowledge, improve your skills, and become more valuable to your organization. Pat Reed leads this imagineering workshop and challenges your mental models of career ladders as she shares building blocks and activities to craft a flexible and adaptive career framework to optimize your organizational capability and personal growth.

9:30 Networking Break

9:45 HP LaserJet Transformation: Using Outlandish Ideas to Deliver Phenomenal Enterprise-wide Results
Mike Young, Hewlett-Packard
HP’s LaserJet firmware runs on millions of printlers and has a twenty-five year legacy of success. However, it had become unwieldy. It was designed for simple printers but now had to be optimized for complex multi-function products. Market forces demanded a much quicker response to deliver new products and features, and HP struggled to keep up with increasing quality expectations. Even with increased investment, firmware was always the bottleneck. HP turned to agile and lean principles to transform their development and test processes. The LaserJet firmware system—with 10M lines of code—was re-architected from the ground up. Using four-week sprints, with both successes and stumbles along the way, the code base was completely redesigned, as were HP’s development and test processes. By adopting outlandish ideas like “10x developer productivity improvement”, “integrate code changes within an hour”, and “run a full regression test suite every night”, HP created an organization that sought out opportunities for change—and then made them happen. Mike Young shares the real-world business results that came from this amazing agile transformation.

10:45 Networking Break

11:00 Think Tank Session: Leadership Solution Brainstorm and Discussion

12:30 Networking Lunch Buffet

1:30 Want to Keep Your Clients Happy? Make Your Systems Enhanceable
Dr. Rebecca Parsons, ThoughtWorks
A major point of friction between IT departments and their business clients—whether users or product managers—is the rigidity and lack of responsiveness to change in IT systems, but how these systems got to this condition is a question for another talk. The more important issue, addressed by Rebecca Parsons, is how to change this difficult situation. Making a system maintainable requires new tools, agile processes, and a higher level of collaboration. Rebecca describes the various agile techniques that can transform an inflexible system into one that is easily enhanced and identifies warning mechanisms that prevent inadvertent drift back into the mud. Both senior technicians and business leaders whose responsibilities include driving business results through IT systems will learn how these techniques can make them more effective in growing the organization in the face of competition—even in this changing and challenging business climate.

2:30 Wrap-up and Ongoing Informal Discussion with Speakers and Attendees

TO REGISTER CALL 888.268.8770 OR 904.278.0524 OR VISIT WWW.SQE.COM/BETTERAGILEWEST
Welcome Reception
Tuesday, June 12 • 4:30 p.m.–5:30 p.m.
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, June 12–Thursday, June 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 Sponsored by Skytap, Inc.
Wednesday, June 13 • 5:30 p.m.–6:30 p.m.
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!

Meet the Speakers at Lunch
Wednesday, June 13–Thursday, June 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!

Interactive Agile Development Lab
Wednesday, June 13–Thursday, June 14
Visit the interactive Agile Development Lab to practice the skills and techniques you’re learning at the conference. Practice delivering with story cards, agile estimation, Test-driven Development (TDD), continuous integration, Acceptance Test-driven Development (ATDD) and paired programming. We will be working on some production code for a good cause, discussing topics with speakers and giving out prizes along the way.

Agile Leadership Network Summit
(additional Summit registration required)
Friday, June 15
Join us for a highly participatory day of learning and exploring to help you take your agile leadership to the next level. Take back the tools you need to support your organization’s agile teams!

From Practitioner to Published Author: A Workshop About Writing About Software
Sunday, June 10 8:30 a.m.–5:00 p.m.
Lanette Creamer, Spark Quality, LLC, and Joey McAllister, Software Quality Engineering
In this workshop learn to communicate your detailed knowledge clearly on the written page with an eye toward formal publication. Learn to write compellingly, edit raw content for a broader audience, and deliver your message using established article formats, as well as practice interviewing and being interviewed.

Led by Lanette Creamer, participants will write an article and, through the process of peer editing, prepare that article for submission to a publication. Participants also will start several seed articles or blog posts to work on throughout the conference week. Joey McAllister, editor of Better Software magazine, StickyMinds.com, and TechWell.com will be on hand to discuss the publisher’s side of the process.

The Workshop on Regulated Software Testing (WREST)
Friday, June 15 • 8:30 a.m.–4:30 p.m.
John McConda, Moser Consulting, and Santhosh Gnaneswaran, WellPoint
Join us at The Workshop on Regulated Software Testing (WREST)—a free, full-day bonus session held on Friday after the conference concludes. A unique peer workshop, WREST is dedicated to improving the practice of testing regulated systems. We define regulated software as any system that is subject to an internal or external review. The success of WREST depends on the participation of its attendees. There are no formal presentations, only experience reports with plenty of time designated for facilitated discussion. We hope to learn from each other by hearing the success and (especially!) failure stories of real practitioners who test regulated software. Have a problem you want input on solving? Bring that to the workshop as well—just be prepared to participate! WREST is hosted by John McConda and Santhosh Gnaneswaran.

Limited seats available. Reserve your seat by contacting the Client Support Group at 888.268.8770 or 904.278.0524 or sqeinfo@sqe.com.
THE EXPO  June 13–14
Visit Top Industry Providers Offering the Latest in Software Solutions

Looking for answers? Take time to explore the 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

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<tr>
<th>VISIT the EXPO</th>
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<tr>
<td><strong>Wednesday, June 13</strong></td>
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<td><strong>Thursday, June 14</strong></td>
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<td><strong>EXPO Reception</strong></td>
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<td>Wednesday 5:30 p.m.–6:30 p.m.</td>
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<td>All attendees are invited to the EXPO reception for complimentary food and beverages.</td>
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For sponsor/exhibitor news and updates, visit: www.sqe.com/betteragilewest
Ways to Save on Your Conference Registration

Super Early Bird Savings!
Double your discount with Super Early Bird pricing! Register for either conference, remit payment on or before April 13, 2012, and save up to $400 off your registration fees (depending on conference package selected). Call the Client Support Group at 888.268.8770 or 904.278.0524, email them at sqeinfo@sqe.com, or register now online.

Training + Conference
Attend any of the training courses + the conference and save $300 (already included in conference pricing).

Groups of 3 or More Save 20%
Register a group of three or more at the same time and save 20% off each registration. To take advantage of this offer, please contact the Client Support Group at 888.268.8770 or 904.278.0524 or sqeinfo@sqe.com, and reference promo code GRP3.

PowerPass Discount
Active PowerPass holders are eligible to receive $100 off their registration fee. Not a PowerPass member? Learn more about PowerPass at www.stickyheads.com/powerpass.asp.

Alumni Discount
Agile Development Conference and Better Software Conference alumni are eligible to receive up to an additional $200 off their registration fee (depending on conference package selected).

Please Note: We will always provide the highest possible discount and allow you to use the two largest discounts that apply to your registration.
CONFERENCE PRICING

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<th>Registration Fees:*</th>
<th>Super Early Bird on or Before April 13</th>
<th>Early Bird on or Before May 11</th>
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<td>VIP Package (Monday–Friday)</td>
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SPECIAL HOTEL RATES—END MAY 8

Take advantage of the conference rate at Caesars Palace, Las Vegas, Nevada, when you reserve your stay by May 8, 2012. Book your stay by calling 866.227.5944, and be sure to mention Agile Development Conference or Better Software Conference or use code SCBSC2.

Also, for your convenience, we can easily make your hotel reservation for you when you register for the conference—whether online at www.sqe.com/betteragilewest or on the phone at 888.268.8770 or 904.278.0524.

EVENT LOCATION

From the moment you walk through the doors of Caesars Palace, you know you’ve arrived at the most prestigious resort in the world. Impeccable service. Luxury. All the little details that make the difference between an ordinary visit and a spectacular experience are yours.

INTERNET ACCESS AT THE CONFERENCE

A WiFi lounge will be available for conference attendees during conference hours, Sunday–Thursday.

PAYMENT INFORMATION — The following forms of payment are accepted: Visa, MasterCard, American Express, Discover, check, or U.S. company purchase order. Payment must be received before the registration is confirmed. Make all checks payable to Software Quality Engineering. You will receive a confirmation package upon payment by check, credit card, or company purchase order. Payment must be received at Software Quality Engineering on or before April 13, 2012, to qualify for Super Early Bird pricing.

CANCELLATION POLICY — Registrations canceled after May 21, 2012, are subject to a 20% cancellation fee. No cancellations or refunds may be made after May 28, 2012. Substitutions may be made at any time before the first day of the program. TO CANCEL: Call the Client Support Group at 904.278.0524 or 888.268.8770 to obtain a cancellation code.

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

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

*Your registration includes a a one-year subscription (six issues) to Better Software magazine. If you are already a subscriber, your subscription will be extended an additional six issues (print edition for US subscribers only; digital format for international subscribers).
IF ADDRESSEE IS NO LONGER EMPLOYED:
Re-route to Director of Software Development

Want to Go Green? Email us at sqeinfo@sqe.com with “Green” in the subject line to change your preferences to receive email communications only.