

Adrenaline Junkies and Template Zombies



Understanding Patterns of Project Behavior

Tom DeMarco, Peter Hruschka
Tim Lister, Steve McMenamin
James Robertson, Suzanne Robertson
Principals of the Atlantic Systems Guild

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Adrenaline Junkies And Template Zombies Understanding Patterns Of Project Behavior

Mark Schwartz



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Adrenaline Junkies and Template Zombies Tom DeMarco, Peter Hruschka, Tim Lister, Steve McMenamin, James Robertson, Suzanne Robertson, 2013-07-15 This is the digital version of the printed book Copyright 2008 Adrenaline junkies dead fish project sluts true believers Lewis and Clark template zombies Most developers testers and managers on IT projects are pretty good at recognizing patterns of behavior and gut level hunches as in I sense that this project is headed for disaster But it has always been more difficult to transform these patterns and hunches into a usable form something a team can debate refine and use Until now In Adrenaline Junkies and Template Zombies the six principal consultants of The Atlantic Systems Guild present the patterns of behavior they most often observe at the dozens of IT firms they transform each year around the world The result is a quick read guide to identifying nearly ninety typical scenarios drawing on a combined one hundred and fifty years of project management experience Project by project you ll improve the accuracy of your hunches and your ability to act on them The patterns are presented in an easy reference format with names designed to ease communication with your teammates In just a few words you can describe what s happening on your project Citing the patterns of behavior can help you quickly move those above and below you to the next step on your project You ll find classic patterns such as these News Improvement Management by Mood Ring Piling On Rattle Yer Dags Natural Authority Food Fridge Door and more than eighty more Not every pattern will be evident in your organization and not every pattern is necessarily good or bad However you ll find many patterns that will apply to your current and future assignments even in the most ambiguous circumstances When you assess your situation and follow your next hunch you ll have the collective wisdom of six world class consultants at your side

Adrenaline Junkies and Template Zombies Tom DeMarco, 2008 This is the digital version of the printed book Copyright 2008 Adrenaline junkies dead fish project sluts true believers Lewis and Clark template zombies Most developers testers and managers on IT projects are pretty good at recognizing patterns of behavior and gut level hunches as in I sense that this project is headed for disaster But it has always been more difficult to transform these patterns and hunches into a usable form something a team can debate refine and use Until now In Adrenaline Junkies and Template Zombies the six principal consultants of The Atlantic Systems Guild present the patterns of behavior they most often observe at the dozens of IT firms they transform each year around the world The result is a quick read guide to identifying nearly ninety typical scenarios drawing on a combined one hundred and fifty years of project management experience Project by project you ll improve the accuracy of your hunches and your ability to act on them The patterns are presented in an easy reference format with names designed to ease communication with your teammates In just a few words you can describe what s happening on your project Citing the patterns of behavior can help you quickly move those above and below you to the next step on your project You ll find classic patterns such as these News Improvement Management by Mood Ring Piling On Rattle Yer Dags Natural Authority Food Fridge Door and more than eighty more Not every pattern will

be evident in your organization and not every pattern is necessarily good or bad. However, you will find many patterns that will apply to your current and future assignments even in the most ambiguous circumstances. When you assess your situation and follow your next hunch, you will have the collective wisdom of six world-class consultants at your side. *User Story Mapping* Jeff Patton, Peter Economy, 2014-09-05. User story mapping is a valuable tool for software development once you understand why and how to use it. This insightful book examines how this often misunderstood technique can help your team stay focused on users and their needs without getting lost in the enthusiasm for individual product features. Author Jeff Patton shows you how changeable story maps enable your team to hold better conversations about the project throughout the development process. Your team will learn to come away with a shared understanding of what you're attempting to build and why. Get a high-level view of story mapping with an exercise to learn key concepts quickly. Understand how stories really work and how they come to life in Agile and Lean projects. Dive into a story's lifecycle starting with opportunities and moving deeper into discovery. Prepare your stories, pay attention while they're built, and learn from those you convert to working software.

Software Project Management HUGHES, 2021-04-04. eBook. Software Project Management 5e. **Mastering the Requirements Process** Suzanne Robertson, James Robertson, 2012-08-06. If the purpose is to create one of the best books on requirements yet written, the authors have succeeded. Capers Jones. Software can solve almost any problem. The trick is knowing what the problem is. With about half of all software errors originating in the requirements activity, it is clear that a better understanding of the problem is needed. Getting the requirements right is crucial if we are to build systems that best meet our needs. We know beyond doubt that the right requirements produce an end result that is as innovative and beneficial as it can be, and that system development is both effective and efficient. **Mastering the Requirements Process: Getting Requirements Right** Third Edition sets out an industry-proven process for gathering and verifying requirements regardless of whether you work in a traditional or agile development environment. In this sweeping update of the bestselling guide, the authors show how to discover precisely what the customer wants and needs in the most efficient manner possible. Features include: The Volere requirements process for discovering requirements for use with both traditional and iterative environments. A specification template that can be used as the basis for your own requirements specifications. Formality guides that help you funnel your efforts into only the requirements work needed for your particular development environment and project. How to make requirements testable using fit criteria. Checklists to help identify stakeholders, users, non-functional requirements, and more. Methods for reusing requirements and requirements patterns. New features include: Strategy guides for different environments, including outsourcing. Strategies for gathering and implementing requirements for iterative releases. Thinking above the line to find the real problem. How to move from requirements to finding the right solution. The Brown Cow model for clearer viewpoints of the system. Using story cards as requirements. Using the Volere Knowledge Model to help record and communicate requirements. Fundamental truths about requirements and system

development Mastering the Requirements Process James Robertson, Suzanne Robertson, Adrian Reed, 2024-09-25 One of the joys of product development whether it be software service or hardware is getting it right The way to get it right is to uncover the real business problem and to write the requirements for the solution that best solves that problem Without the right requirements it is impossible to build the right solution Mastering the Requirements Process Fourth Edition gives you an industry proven process for getting to the essence of the business problem and then writing unambiguous and testable requirements for its solution This fourth edition is an almost complete rewrite that brings requirements discovery into today's world it is the book for today's business analyst Product owners and project leaders will also find it valuable as it explains how to discover precisely what the customer needs and wants and to do it effectively in any business or project environment The book tells you how to Use the Volere requirements process to discover requirements in both traditional and agile environments Incorporate off the shelf OTS solutions into your requirements discovery Use artificial intelligence AI as part of your requirements discovery and as part of your business solution Use quickly sketched prototypes to explore the problem space Understand functional and non functional requirements Write better agile stories Make your requirements and stories measurable and testable using fit criteria Use business events as the heartbeat of business analysis Discover requirements in agile commercial and milspec project environments Find and prioritize your customer segments Leverage systems thinking when discovering requirements Use story maps and other requirements repository techniques Know which trawling techniques are the most effective for requirements discovery Synchronize your requirements discovery with agile development teams Make better decisions in the early days of a project to increase your chances of success Employ the Volere requirements specification template downloaded 10 000 times as the basis for your own requirement specifications One of the most valuable things about this book is that it provides a process to follow that will get people asking the right questions and expand their perspective on the problem Kevin Brennan Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details **Discovering Requirements**

Ian F. Alexander, Ljerka Beus-Dukic, 2009-02-11 This book is not only of practical value It's also a lot of fun to read Michael Jackson The Open University Do you need to know how to create good requirements Discovering Requirements offers a set of simple robust and effective cognitive tools for building requirements Using worked examples throughout the text it shows you how to develop an understanding of any problem leading to questions such as What are you trying to achieve Who is involved and how What do those people want Do they agree How do you envisage this working What could go wrong Why are you making these decisions What are you assuming The established author team of Ian Alexander and Ljerka Beus-Dukic answer these and related questions using a set of complementary techniques including stakeholder analysis goal modelling context modelling storytelling and scenario modelling identifying risks and threats describing rationales defining terms in a project dictionary and prioritizing This easy to read guide is full of carefully checked tips and tricks Illustrated with worked

examples checklists summaries keywords and exercises this book will encourage you to move closer to the real problems you are trying to solve Guest boxes from other experts give you additional hints for your projects Invaluable for anyone specifying requirements including IT practitioners engineers developers business analysts test engineers configuration managers quality engineers and project managers A practical sourcebook for lecturers as well as students studying software engineering who want to learn about requirements work in industry Once you've read this book you will be ready to create good requirements

Agile Contracts Andreas Opelt, Boris Gloger, Wolfgang Pfarl, Ralf Mittermayr, 2013-05-15 A methodologically sophisticated comprehensive approach to applying the Agile fixed price contract to IT projects while maximizing customer and supplier relationships Interesting and necessary for IT managers and IT lawyers Walter J Jaburek Dipl Ing Dr iur Dr techn Approximately 50 percent of software developers use Scrum an iterative and incremental development method for managing software projects and product or application development in their work The benefit of Scrum and other Agile methods is that they can address shifts in a large project that traditional managerial methods cannot Written by pioneers and leaders in the field of Agile and Scrum Agile Contracts is the only book dedicated exclusively to the legal procurement and project management considerations of Agile contracts Providing templates a toolbox and examples of Agile fixed price contracts the book presents an alternative option to fixed price time based and supply based contracts reducing the risk for both the supplier and the customer with a contract that offers the possibility of flux and flexible scenarios as a project progresses Agile Contracts features in depth chapter coverage of The Agile Manifesto of 2001 Agility from the perspective of procurement and the software provider The problems with traditional fixed price contracts and time material contracts What the Agile fixed price contract is and how it is set up Tendering based on the Agile fixed price contract How to negotiate an Agile fixed price contract Special guidelines for the legal framework of an Agile fixed price contract Adaptable Scope System The Black Swan scenario Contracts and procedures for the featured methodologies Especially applicable within highly structured business organizations Agile Contracts is a must read for project managers agile practitioners procurement representatives and IT lawyers

Agile Software Development with Distributed Teams Jutta Eckstein, 2013-07-15 This is the digital version of the printed book Copyright 2010 All software projects face the challenges of diverse distances temporal geographical cultural lingual political historical and more Many forms of distance even affect developers in the same room The goal of this book is to reconcile two mainstays of modern agility the close collaboration agility relies on and project teams distributed across different cities countries and continents In Agile Software Development with Distributed Teams Jutta Eckstein asserts that in fact agile methods and the constant communication they require are uniquely capable of solving the challenges of distributed projects Agility is responsiveness to change in other words agile practitioners maintain flexibility to accommodate changing circumstances and results Iterative development serves the learning curve that global project teams must scale This book is not about how to outsource and forget your

problems Rather Eckstein details how to carefully select development partners and integrate efforts and processes to form a better product than any single contributor could deliver on his or her own The author de emphasizes templates and charts and favors topical discussion and exploration Practitioners share experiences in their own words in short stories throughout the book Eckstein trains readers to be change agents to creatively apply the concepts in this book to form a customized distributed project plan for success Topics include Understanding Distributed Development The Productivity Myth Ensuring Conceptual Integrity Trust and Mutual Respect Iterations and Releases Using Features to Steer the Development Effort Team Velocity Virtual Retrospectives Dispersed Synchronization Introducing Agility to Global Projects and much more

Complete Systems Analysis James Robertson,Suzanne Robertson,2013-07-15 This is the digital version of the printed book Copyright 1998 1994 In a fundamentally new approach Complete Systems Analysis teaches everything you need to know about analyzing systems the methods the models the techniques and more A definitive text on modern systems analysis techniques is combined with an extensive case study to give readers hands on experience in completing an actual analysis project Readers proceed through each step of a full scale analysis project analyzing the complex requirements of a television station s airtime programming department Each phase of the case study and each exercise in the textbook section is thoroughly explained in separate review and answer sections An innovative Trail Guide system inspired by the difficulty levels marked on ski trails encourages readers to follow a sequence that suits their skill level Beginners follow the full trail while experienced analysts fill in gaps in their training refresh their understanding of key concepts and practice their skills Managers review key concepts but can skip the detailed work with models The book shows how analysis is used for object oriented implementation and how event response data flow models and entity relationship data models are complementary not competing models Complete Systems Analysis adapts to the reader s needs and provides an appropriate learning path for the beginner with a more direct route for experienced analysts wanting to make better use of today s techniques Since its initial publication in 1994 as a two volume set in hardcover this highly acclaimed text released in 1998 as a single softcover volume has served as a course text in classes throughout the world Topics include Analysis Models Data Flow Diagrams Data Viewpoint Data Models Levelled Data Flow Diagrams Current Physical Viewpoint Building the Data Dictionary Strategy Focusing on the Essentials Identifying Events Modeling an Event Response Writing Mini Specifications CRUD Check Modeling New Requirements New Physical Viewpoint Object Oriented Viewpoint Strategy Toward Implementation

iTeam William Perry,2013-07-15 This is the digital version of the printed book Copyright 2009 It will surprise few professionals working in software development today to read that teams and teamwork are critical ingredients of a global economy Productivity product development and release and even a company s survival increasingly will depend on teams to solve business problems What may come as a surprise and a wake up call is that in many businesses teams are completely ineffective One reason posits William E Perry in iTeam Putting the I Back into Team is that most organizations put too much

emphasis on joint effort removing responsibility ownership and reward from individuals appointed to teams What typically results is dysfunctional essentially leaderless and lacking in motivation Perry s call to put the emphasis back on individual responsibility among collaborating teammates is an urgent one Decisions now made by management will more and more frequently be made and implemented by teams making it necessary for organizations to ensure that the creativity and innovative methods of individuals be retained on teams Through extensive team experience and interviews with hundreds of individuals who have spent thousands of hours in team meetings Perry has identified the attributes of great teams and great teamwork iTeam examines the ten biggest challenges standing between most teams and excellence and explores in depth the fifty best practices teams can employ to improve performance Concluding that world class teams comprise individuals who do what is right for their organization and do what is right the right way iTeam presents a clear practical argument for building teams that have at their core a strong proven leader who encourages and motivates team members to fulfill their team responsibilities Topics include Reengineering the Team Approach to Problem Solving The Top Ten Challenges to Effective Teamwork Selecting a Team Leader Who Will Lead Defining Team Entrance and Exit Criteria Selecting Team Members for Specific Roles Building Trust Among Team Members Training Team Members to Accomplish Their Assignments Listening to the Voice of the Customer Breaking Down Silos Avoiding Groupthink Assuring That Team Efforts Are Successful Rewarding Individual Team Members Keeping Teamwork Competitive Emerging Team Practices and much more

Managing Expectations Naomi Karten, 2013-07-15 This is the digital version of the printed book Copyright 1994 People have expectations Your clients for example Sometimes their expectations of you seem unreasonable But sometimes your expectations of them seem just as unreasonable in their eyes The problem is that these mismatched expectations can lead to misunderstandings frayed nerves and ruffled feathers More seriously they often lead to flawed systems failed projects and a drain on resources Managing Expectations shows how to identify expectations and suggests ways to gain more control of them In today s turbulent business world understanding and meeting your customers expectations is indeed a challenge and it s not hard to understand why Expectations affect a range of interactions including service responsiveness service capability product functionality and project success Expectations are difficult to control and impossible to turn off However by learning to identify and influence what your customers expect you can dramatically improve the quality impact and effectiveness of your services Contents include sections on communication skills information gathering policies and practices building win win relationships as well as a concluding chapter on how to formulate an action plan A Step by Step Guide to Managing Expectations Guard Against Conflicting Messages Use Jargon with Care Identify Communication Preferences Listen Persuasively Help Customers Describe Their Needs Become an Information Gathering Skeptic Understand Your Customers Context Try the Solution On for Size Clarify Perceptions Set Uncertainty Managing Service Standards When Appropriate Just Say Whoa Build Win Win Relationships Formulate an Action Plan A Seat at the Table and The Art of

Business Value Mark Schwartz, 2017-10-10 A Seat at the Table Agile Lean and DevOps approaches are radical game changers They provide a fundamentally different way to think about how IT fits into the enterprise how IT leaders lead and how IT can harness technology to accomplish the objectives of the enterprise But honest and open conversations are not taking place at the interface between management and Agile delivery teams In A Seat at the Table CIO Mark Schwartz explores the role of IT leadership as it is now and the role of IT leadership as it should be an integral part of the value creation engine Asking two critical questions how can IT harness Agility to achieve the best value for the enterprise and how can IT redefine its relationship with the enterprise to maximize this value and in the process earn that seat at the table Schwartz shows that the only way to become an Agile IT leader in today s world is to be courageous to throw off many of the attitudes and assumptions that have left CIOs struggling to gain a seat at the table to proceed in bold strokes and to lead the enterprise in seizing opportunities to create business value through technology The Art of Business Value Do you really understand what business value is Information technology can and should deliver business value But the Agile literature has paid scant attention to what business value means and how to know whether or not you are delivering it This problem becomes ever more critical as you push value delivery toward autonomous teams and away from requirements tossed over the wall by business stakeholders An empowered team needs to understand its goal Playful and thought provoking The Art of Business Value explores what business value means why it matters and how it should affect your software development and delivery practices More than any other IT delivery approach DevOps and Agile thinking in general makes business value a central concern This book examines the role of business value in software and makes a compelling case for why a clear understanding of business value will change the way you deliver software This book will make you think deeply about not only what it means to deliver value but also the relationship of the IT organization to the rest of the enterprise It will give you the language to discuss value with the business methods to cut through bureaucracy and strategies for incorporating Agile teams and culture into the enterprise Most of all this book will startle you into new ways of thinking about the cutting edge of Agile practice and where it may lead The Expert Test Manager Rex Black, James L. Rommens, Leo Van Der

Aalst, 2017-04-28 This book covers the ISTQB Expert Level Test Manager syllabus and is a complete one stop preparation guide for the reader who is otherwise qualified based on experience as a test manager to take the Expert Level Test Manager exam Included are extensive hands on exercises and sample exam questions that comply with ISTQB standards for Expert Level exams p p1 margin 0 0px 0 0px 0 0px 0 0px font 11 0px Verdana p p2 margin 0 0px 0 0px 0 0px 0 0px font 11 0px Verdana min height 13 0px The ISTQB certification program is the leading software tester certification program in the world With more than 500 000 certificates issued and a global presence in 70 countries you can be confident in the value and international stature that the ISTQB Expert Level certificate can offer you **What Drives Quality** Ben Linders, 2017-09-30 With plenty of ideas suggestions and practical cases on software quality this book will help you to improve the quality of your

software and to deliver high quality products to your users and satisfy the needs of your customers and stakeholders Many methods for product quality improvement start by investigating the problems and then work their way back to the point where the problem started For instance audits and root cause analysis work this way But what if you could prevent problems from happening by building an understanding what drives quality thus enabling to take action before problems actually occur What Drives Quality explores how quality plays a role in all of the software development activities It takes a deep dive into quality by listing the relevant factors of development and management activities that drive the quality of software products It provides a lean approach to quality by analyzing the full development chain from customer requests to delivering products to users I m aiming this book at software developers and testers architects product owners and managers agile coaches Scrum masters project managers and operational and senior managers who consider quality to be important A book on quality should be practical It should help you the reader of this book to improve the quality of your software and deliver better products It should inspire you and give you energy to persevere on your quality journey What drives quality tries to do just that and more This book is based on my experience as a developer tester team leader project manager quality manager process manager consultant coach trainer and adviser in Agile Lean Quality and Continuous Improvement It takes a deep dive into quality with views from different perspectives and provides ideas suggestions practices and experiences that will help you to improve quality of the products that your organization is delivering This book views software quality from an engineering management and social perspective It explores the interaction between all involved in delivering high quality software to users and provides ideas to do it quicker and at lower costs

A Seat at the Table Mark Schwartz,2017-10-10 Agile Lean and DevOps approaches are radical game changers providing a fundamentally different way to think about how IT fits into the enterprise how IT leaders lead and how IT can harness technology to accomplish the objectives of the enterprise But honest and open conversations are not taking place between management and Agile delivery teams In A Seat at the Table CIO Mark Schwartz explores the role of IT leadership as it is now and opens the door to reveal IT leadership as it should be an integral part of the value creation engine With an easy style Schwartz reveals that the only way to become an Agile IT leader is to be courageous to throw off the attitude and assumptions that have kept CIOs from taking their rightful seat at the table CIOs step on up your seat at the table is waiting for you

Computerworld ,2008 *Agile Product Management with Scrum* Roman Pichler,2010-03-11 The First Guide to Scrum Based Agile Product Management In Agile Product Management with Scrum leading Scrum consultant Roman Pichler uses real world examples to demonstrate how product owners can create successful products with Scrum He describes a broad range of agile product management practices including making agile product discovery work taking advantage of emergent requirements creating the minimal marketable product leveraging early customer feedback and working closely with the development team Benefitting from Pichler s extensive experience you ll learn how Scrum product ownership differs from traditional product management and how to

avoid and overcome the common challenges that Scrum product owners face Coverage includes Understanding the product owner s role what product owners do how they do it and the surprising implications Envisioning the product creating a compelling product vision to galvanize and guide the team and stakeholders Grooming the product backlog managing the product backlog effectively even for the most complex products Planning the release bringing clarity to scheduling budgeting and functionality decisions Collaborating in sprint meetings understanding the product owner s role in sprint meetings including the dos and don ts Transitioning into product ownership succeeding as a product owner and establishing the role in the enterprise This book is an indispensable resource for anyone who works as a product owner or expects to do so as well as executives and coaches interested in establishing agile product management **The Metis of Projects** J.B.

Berndt,2014-06-01 The Metis of Projects addresses veteran project manager Ben Berndt s unease with the use of established project management frameworks given their general inefficacy Despite the use of these frameworks it is estimated that some 30% of projects still fail because they deliver too late cost more than expected and or lack quality Often projects and their environments are too complex to be controlled by rather linear frameworks Where most practitioners define complexity as complicated most academics define complexity more correctly as interrelatedness In recent years the academic community has developed several level of complexity frameworks however these frameworks are not commonly known to practitioners and are therefore not regularly used And when examined further these frameworks appear to be merely environmental scans used to assess the level of complexity in the project management environment But projects also carry inherent complexity they are socially complex and it is this social complexity that paradoxically needs management Combined with personality assessments social network theory is used here to glean a better understanding of the social complexity in a project Berndt believes that following Hugo Letiche and Michael Lissack s emergent coherence concept managers should steer clear of frameworks in order to come to grips with the complex and so he introduces whole systems methodologies in which group understanding is used to continually set a next step Berndt concludes his study by describing his multi view multi tool participative project management style which he thinks best aligns with managing the complex Software Extension to the PMBOK® Guide Fifth Edition Project Management Institute,2013-09-01 Designed to be used in tandem with the latest edition of the PMBOK Guide this comprehensive volume closely follows the PMBOK Guide s approach to style structure and naming while providing readers a balanced view of methods tools and techniques for managing software projects across the life cycle continuum from highly predictive life cycles to highly adaptive life cycles Software Extension To the PMBOK Guide Fifth Edition provides readers with knowledge and practices that will not only improve their efficiency and effectiveness but that of their management teams and project members as well

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