Message from the Research Stage Chairs

Welcome to “Telling Our Stories” at Agile 2009

Organizing Committee

Full Research Papers

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

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

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

Johanna Kollmann, Helen Sharp, and Ann Blandford

Easing Team Politics in Agile Usability: A Concept Mapping Approach

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

Supporting Program Comprehension in Agile with Links to User Stories

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

XP Customer Practices: A Grounded Theory

Angela Martin, Robert Biddle, and James Noble

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

Yaser Ghanam and Frank Maurer

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

Tor Erlend Fægri

The XP Customer Team: A Grounded Theory

Angela Martin, Robert Biddle, and James Noble
Experience Reports

Agile and Organizational Culture

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

Agile Adoption

The Covert Agilist ..................................................................................................................................131
  Kenneth Robert Howard
Accidental Adoption: The Story of Scrum at Amazon.com ...............................................................135
  Alan Atlas
The Amazing Team Race—A Team Based Agile Adoption .............................................................141
  Gabino Roche and Belkis Vasquez-McCall
An Executive Scrum Team ..................................................................................................................147
  Alexandre Magno Figueiredo
Adopting Agile in an FDA Regulated Environment ..........................................................................151
  Rod Rasmussen, Tim Hughes, J.R. Jenks, and John Skach
The Inkubook Experience: A Tale of Five Processes .......................................................................156
  Eric R. Willeke
25 percent Ahead of Schedule and just at “Step 2” of the SAMI ......................................................162
  El-Mohanned Ahmed and Ahmed Sidky
The Bold, New Extreme Programming Experiment—Now in its Ninth Year ........................................ 170
  Brian Spears
Use of Agile Methods in Software Engineering Education ................................................................. 174
  David F. Rico and Hasan H. Sayani
Descending from the Architect’s Ivory Tower ..................................................................................... 180
  Andrew Rendell
Applying the Dreyfus Model of Skill Acquisition to the Adoption of Kanban Systems at Software Engineering Professionals (SEP) ...................................................... 186
  Christopher M. Shinkle

Agile Frontier

Collaborative Agile Contracts ............................................................................................................... 195
  Lars Thorup and Bent Jensen
An Agile Development Team’s Quest for CMMI® Maturity Level 5 ..................................................... 201
  Sean Cohan and Hillel Glazer

Agile Product Management

Transitioning from Agile Development to Enterprise Product Management
Agility ..................................................................................................................................................... 209
  Marie Kalliney
Strategies for Replacing Systems in Agile Projects ............................................................................. 214
  Niklas Björnerstedt
Marriott’s Agile Turnaround .................................................................................................................. 219
  Jesse Fewell
From Cradle to Sprint: Creating a Full-Lifecycle Request Pipeline at Nationwide Insurance ................. 223
  Kevin G. Fisher and Arlen Bankston
Roadmap Transformation: From Obstacle to Catalyst ......................................................................... 229
  David Wilby

Coaching

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

Customers and Business Value

Surviving the Economic Downturn ...................................................................................................... 245
  Justin D. Davis and Timothy J. Andersen
The Failure of the Off-shore Experiment: A Case for Collocated Agile Teams ...................................... 251
  Beth Cohen and Mark Thias
Developer Jam
Creating Habitable Code: Lessons in Longevity from CruiseControl ................................................................. 259
Paul Julius and Jeffrey Fredrick
Exploring Synergistic Impact through Adventures in Group Pairing ..................................................................... 265
Ken Kolchier
We Didn’t Quite Get It ........................................................................................................................................... 271
Brian Victor and Noah Jacobson

Distributed Agile
Fully Distributed Scrum: Linear Scalability of Production between San Francisco and India ........................................... 277
Jeff Sutherland, Guido Schoonheim, N. Kumar, V. Pandey, and S. Vishal
From CMMI and Isolation to Scrum, Agile, Lean and Collaboration ..................................................................... 283
Mads Troels Hansen and Hans Baggesen
From Anarchy to Sustainable Development: Scrum in Less than Ideal Conditions ...................................................... 289
Isabelle Therrien and Erik LeBel
Experiences Applying Agile Practices to Large Systems .......................................................................................... 295
Harry Koehnemann and Mark Coats

Leadership and Teams
Iterating a Team in Flux ........................................................................................................................................... 303
Sharlene McKinnon
Influence of Large-Scale Organization Structures on Leadership Behaviors ............................................................. 309
Erik Moore
Hook, Line and Sinker: The Role of Line Management in Relation to Agile Teams ...................................................... 314
Philip Abernathy
Feature Teams—Collaboratively Building Products from READY to DONE ........................................................... 320
Andre Frank and Charles Hartel

Manifesting Agility
Scrum in Church: Saving the World One Team at a Time .......................................................................................... 329
Arlene Conan Sutherland, Jeff Sutherland, and Christine Hegarty
Scrum and CMMI—Going from Good to Great ........................................................................................................ 333
Carsten Ruseng Jakobsen and Jeff Sutherland
Agile Won’t Work: Implementing Agility in Non-standard Teams ......................................................................... 338
Daniel B. Markham
Agile Practices for Families: Iterating with Children and Parents ........................................................................... 344
David Starr and Eleanor Starr
Take No Prisoners: How a Venture Capital Group Does Scrum ................................................. 350
   Jeff Sutherland and Igor Altman
Growing PMI® Using Agile ........................................................................................................... 356
   Jesse Fewell

Testing

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

Tools for Agility

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

User Experience

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

Author Index .................................................................................................................................. 423