Our highest priority is to satisfy the customer through early and continuous delivery of valuable software. Welcome changing requirements, even late in development. Agile processes harness change for the customer’s competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter time frames. Business people and developers must work together daily throughout the project.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation. Working software is the primary measure of progress. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility. Simplicity—the art of maximizing the amount of work not done—is essential. The best architectures, requirements, and designs emerge from self-organizing teams. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.
Agile Transformation Strategy

As organizations seek to improve return on investment and manage project risk more effectively, more companies are turning to Agile Product Development methods such as Scrum to achieve these goals. There is not, however, a prescriptive or simplistic solution for making this transition. Like Scrum itself, the process of moving an organization to an Agile framework is best achieved using an iterative approach that employs frequent inspect-and-adapt cycles. Based on CollabNet’s extensive experience working with organizations all over the globe, we have defined a Path to Agility which represents, at a high level, a typical transition to Agile patterns. The Path to Agility is supported by CollabNet services and tools. As a comprehensive approach, this tactical and strategic blending of offerings is crafted to help the organization move down the Path to Agility as effectively as possible. Truly, one-size does not fit all when it comes to wide-scale organizational change. Scrum principles show that difficult and complex projects require iterative or empirical process controls rather than simple linear steps. Therefore, each organization embarking on an Agile Transformation should work closely with an Agile Coach to determine the best path to address their unique goals and challenges.

PATH TO AN AGILE ENTERPRISE

The CollabNet approach to Agile Transformation follows a path we have identified through our work with countless organizations we have helped transition to Agile practices. It should be noted that, while the progression from non-Agile to Agile follows a fairly predictable path, the phases themselves are in no way meant to be completely exclusive. It is not unusual for organizations to pursue goals across multiple phases. Working closely with an experienced Agile coach is the best way to plan the ideal path for a given organization’s transformation. Over the course of several years, working onsite with a large cross-section of industries and organizations, the CollabNet Agile Coaches have observed patterns in the way organizations adopted Agile and, more importantly, identified critical points most companies traverse in moving toward Agility. A description of a typical transition path to Agility follows.

Exploration

The Exploration phase of an agile implementation is marked by interest and knowledge pursuit. The desire to adopt an Agile approach can come from many sources and be motivated by any number of factors. Often, team members, seeking to improve their own working environment, read existing literature and implement

Learning an Agile framework like Scrum is no different than learning a new sport or playing a musical instrument. The best predictor of an excellent performance down the road is a dedication to practice in the early days.
some Agile practices in their small groups. In other instances, the driving force may come from company management, in a desire to reach organizational goals in a more effective way and reduce project risk. The move to adopt an Agile framework can even come from the product organization itself (often referred to as “the business”), as they grow tired of and disillusioned with expensive upfront requirements gathering efforts that yield products that do not meet market needs.

Regardless of its origins, the desire to begin adopting Agile practices leads organizations into the exploration phase of adoption, with an emphasis on three primary activities: 1. gaining knowledge, 2. building skills, and 3. identifying organizational impediments.

Once an interest in Agile arises, a natural desire to gain knowledge follows. At this point, members of the organization “don’t know what they don’t know” and realize that, in order to be successful, they must look outside themselves for examples of and information about how to adopt Agile practices. Individual team members may begin reading books on Agile Development. Managers may explore case studies to better understand the benefits of Agile. Others in the organization may begin attending Agile events, such as local user group meetings or conferences. At some point, this interest will coalesce and the need for training is established.

At this stage, it is usually adequate to train a subset of the entire organization. If the enterprise hopes to use Scrum as its agile project management framework, the first training course should minimally include those destined to become the first ScrumMasters, a few team members, at least one person from the Product organization and at least one representative from management, ideally someone who has direct supervision over a technical area such as software development. By having multiple groups within the organization represented, each attendee can begin thinking about how their workgroup and workflow will need to change to support the move to Agile. They can also return from training to act as mentors in their specific work areas, helping to answer questions and generate enthusiasm about this new way of working.

How should these first training attendees be chosen? There are several factors to consider. First and foremost is an interest in and willingness to learn about Agile principles. Choose people who express a desire to learn more about Agile. Some people find change exhilarating and energizing—others view it as stressful and threatening. A key to the success of early Agile projects is to have people involved who are committed to making it work.

Another way to improve the odds of success for those early projects is to include people from the organization who have influence over others. By “influence” we do not mean through reporting lines or other official channels. Rather, the kind of influence that helps with a transition to Agile is at an inter-personal level. These are individuals whose opinions and ideas are respected—people whom others will follow. In his book The Tipping Point, Malcolm Gladwell identifies three key personality types that are crucial to creating change: the “Connectors” who spread information about new ideas, the “Mavens” who discover new ideas in the first place and the “Salesmen” who help persuade doubters of the value of the new way of thinking. Gladwell points out that every major social change, whether it involves products in the marketplace or political movements, is fueled by this relatively small but highly influential group of individuals. Likewise, an organization moving to Agile will benefit from including these influencers in their early projects to spread the word, answer questions, and provide guidance.

Once an initial group has received training, the next step is to identify one or more pilot projects. At this point, the organization moves into skill building mode. Contrary to the approach that some organizations take, the purpose of this phase is not to judge the benefits of Agile to see if it “works”. Rather, it is to gain the skill level necessary to do Agile well, so that the organization can later gain benefits, which they can then evaluate on a cost/benefit basis. Learning an Agile framework like Scrum is no different than learning a new sport or how to play a musical instrument. The best predictor of an excellent performance down the road is a dedication to practice in the early days.

As pilot projects get underway, it is natural that conflict may arise between the existing culture and the new Agile approach. This is expected and even desirable. Within Scrum this is referred to as “raising impediments”. As pilot projects get underway, it is natural that conflict may arise between the existing culture and the new Agile approach. This is expected and even desirable. Within Scrum
this is referred to as “raising impediments”. An impediment is a process or condition that exists within the organization that is not in its best long-term interests. One of the key goals of an iterative approach like Scrum is to identify organizational impediments so that they can be removed. It is not unusual for an enterprise to uncover an overwhelming number of impediments, more than they have time or money to fix immediately. These early pilot projects will often expose an organization’s most challenging impediments – those that interfere most directly with their ability to meet their goals. A key effort during the pilot phase will be to identify the most pressing impediments, prioritize them, and begin making efforts to remove them.

As the Initial phase of Agile adoption continues, others in the organization will take note of, and become interested in this new way of working. Individuals from other groups see the successes of the Agile teams and say, “Hey, we want to do this too!” Key individuals on the management team also begin to show interest at this point as well. In short, the organization is ready to move into the Coordination phase of Agile adoption.

**Coordination**

The Coordination phase of adoption is marked by a more organized effort to use Agile practices throughout the enterprise. Most likely, at this point, there are one or more teams using Agile techniques on projects and achieving success with them. Members of these teams have probably begun sharing their experiences with others, through casual conversation and perhaps also during more formal events such as lunch time “brown bag” sessions or even presentations to management. Regardless of the mode of communication, the message behind these events is clear: teams are achieving concrete results with Agile techniques and it would benefit the organization to move to a more wide-scale adoption of the approach.

Spreading Agile practices across an enterprise requires a two-pronged approach to education and communication. First, a more widespread training effort will be required. It is likely that nearly everyone in the technology and product management areas of the organization will be affected by the new way of doing work. These individuals will be more open to Agile practices if they have been given the information to understand why these practices work and how they can be used effectively. At this point, it is logical to plan onsite classes. Attendees should come from all areas of the organization that will participate directly in Agile projects, as well as those who may not be direct project members but still have influence, such as managers. During this phase of training, the Product organization must be included in training. Agile project management approaches like Scrum rely heavily on the role of Product Owner, the individual who drives product vision, coordinates the needs of the stakeholders and ensures the organization is getting good return on investment for their projects. Long-term, it is impossible to reap the full benefits of Agile without this important group of people being fully engaged in the process. Though there is specialized Product Owner training available, such as the Certified Scrum Product Owner course, this is not always necessary or even desirable at this point. If the product organization is completely new to Agile concepts, a good basic overview of information is what they need. Then, too, it can be helpful to have a wide mix of roles attending classes together: developers, testers, architects, user interface designers, business analysts and members of the product groups. Many organizations find these groups are quite “silied” and have developed an “us vs. them” attitude that makes true teamwork impossible. Being in a training class together, getting the same information and sharing individual concerns and questions, can be an important step in breaking down those barriers.

The second element of this more extensive drive to educate the organization comes from key individuals within the enterprise itself. It is natural that a number of “Agile Advocates” arise who take it upon themselves to continually push the organization to improve its use of Agile. These are the people who understand, at a deep level, the benefits of Agile. They have fully adopted the inspect-and-adapt mindset and therefore are always looking for ways the organization can improve its approach. They are also the most likely people to be able to bring a fresh perspective as this new way of doing work produces direct clashes with existing culture and processes. When these conflicts arise, an Agile Advocate can often show teams new ways of looking at problems, and this can lead to breakthroughs. In *The Innovation Killer*, author Cynthia Barton Rabe points out the importance of “Zero Gravity Thinkers” in creating effective teams. These individuals are outsiders who often have knowledge in a related but different area than the team members themselves and can bring a “psychological distance” to problem solving that the teams themselves do not possess. This distance enables them to offer a fresh perspective on possible new approaches and solutions. They help teams avoid falling into “group think” – making decisions by consensus, even if that decision is ultimately wrong.
In this phase, the organization begins to implement improved technical practices. Using the power of the inspect-and-adapt cycle, teams begin to identify ways to improve the processes that they use in the creation of software. If they have not done so yet, they begin to adopt practices that will improve overall product quality, such as code reviews and automated testing. They may also begin to assess and make plans to reduce technical debt, weaknesses that have been built into the code through poor technical practices and unrealistic deadlines. Technical debt can debilitate a system, making it difficult and expensive to maintain. At this stage of Agile adoption, the first goal should be to stop introducing technical debt by eliminating the practices that are creating it. Then teams can work with the Product organization to identify existing technical debt and create a plan for its gradual removal.

Likewise, on the project management side, those in charge of project oversight and reporting are probably also seeing the need for improved practices at this time. The old way of communicating the state of a project, such as status reports with percentage complete and large, up-front estimation efforts become less useful. Instead, managers find more helpful data that helps them understand the progress within a given iteration, how that iteration contributes to the overall completion of the project, and insight into when the project is likely to be done.

With both the technical and project management organizations seeking better ways to do their work, it is natural that each area begins to explore tools that will support these goals. If the technical environment has been set up to have each developer working alone until a massive “integration” phase, this arrangement will need to change significantly. Tools that support working in iterations and in a collaborative matter are a better choice for Agile organizations. Similarly, project management software that focuses on long-term projections and a fixed set of requirements becomes awkward and limiting when reporting on the progress of Agile projects. There are software tools that better serve Agile projects, with their iterative approach and flexible requirements lists, and this is the ideal stage for an organization making the transition to Agile to begin exploring those options.

As these improvements are made, the enterprise moves further along the Agile path. The days of doing one or two isolated pilot projects are over. Many teams are now using Agile practices and achieving positive results. Conflicts have no doubt arisen between the old way of doing things and the new practices. These issues have probably been dealt with on a case-by-case basis. But as teams move deeper into Agile practices, it becomes clear that pervasive change is needed to support the new work practices. At this stage, the organization is ready to move into the Process Definition phase of Agile adoption.

**Process Definition**

Enterprises moving into the Process Definition phase of Agile adoption exhibit a more structured and unified approach to product development. Up to this point, the key collaboration has most likely been at a team level, meaning the individual team members coordinate with each other to meet their group commitments. But to reap benefits from Agile at an enterprise level, that coordination must spread further.

The first step is the development of an organization-wide approach to evaluating and removing impediments. It is no longer enough to have each team bringing forward their impediments for individual consideration. Instead, these issues must be compiled into a single list that can be evaluated by management. If the organization is using an approach such as Scrum, it is logical that the ScrumMasters play a key role in this effort. The ScrumMasters for each team should begin to meet regularly to discuss these issues with the purpose of creating an organization-wide impediment backlog, which is a prioritized list of problems and challenges that teams are experiencing. Key here is the fact that this list is prioritized. Enterprises realize high value when blocking issues that affect multiple teams are removed. Managers in an Agile organization must realize that their role has now changed. Rather than focusing on staff oversight and monitoring work, a key responsibility for managers in an Agile organization is the removal of impediments. Managers are the logical choice for this role since they have the budget and authority to make changes that will yield significant improvements. And they will be able to do this more effectively if impediments are prioritized.

At the same time, the Product organization will find that more coordination is required from their side. At some point, it is not enough to have a single person—in Scrum, the Product Owner—setting priorities for a lone team. Rather, the Product Owners must begin to function together as a group to ensure that goals are
cohesive across a program level. This coordination is crucial when projects become too large for a single team to take on. The only way to ensure meeting the overall goals of a project that might require five or ten teams is for the product organization to coordinate its efforts.

It is logical, at this point that the organization also settle on a toolset that supports the Agile approach. Whereas the Coordination phase is marked by experimentation with tools and practices, the Process Definition phase is a formalization of that work. The enterprise must have in place tools that allow multiple teams working on the same project to coordinate and integrate work easily. Reporting should be uniform and meaningful. The enterprise has now embraced both an Agile approach to doing work and the tools and processes that will effectively support that approach.

With the aid of the new toolset, the Project Management organization (PMO) can now begin developing a new set of metrics that helps everyone in the enterprise better understand the progress in projects. Likewise, the Product Organization will now be able to develop a uniform way of determining business value, so that projects may be judged against one another for funding. This transparency of information allows leaders in an organization to make the best choices possible with the information they have available at any given time. And, in turn, it means the organization has moved to the Strategic Alignment phase of Agile Adoption.

**Strategic Alignment**

A key indication of a move towards the Strategic Alignment phase of Agile adoption is that the organization begins to push Agile practices and values out to the entire organization. Leaders in the enterprise value the transparency and predictability that the iterative approach brings to projects, and they begin to realize that the next step in adoption is to push that approach out to the strategic planning process. The graphic below, often referred to as the Planning Onion, illustrates this well:

An Agile approach such as Scrum does an excellent job, from early pilots projects onward, of linking the three inner layers of the Planning Onion. This means all members of a team now understand clearly what they should be working on any given day, how that work relates to the iteration goals the team has committed to and, furthermore, how what they are building in the current iteration relates to the goals of the next release. But at this point, it is not unusual for the outer layers of the planning process—the strategic direction—to still be performed separately and be essentially unrelated to the inner layers. Naturally, this causes conflict sooner or later. This is when the organization must have and must exercise the skill and knowledge to begin linking the tactical and strategic planning efforts. It should be noted that there is essentially only one group of people
who “live in” both the tactical and strategic worlds in an Agile organization, and that is the product organization. With one eye on the current iteration and the other on long-range planning, it is the Product Owners who act as a catalyst to unite the planning process. Working closely with the development teams and upper management, they are the glue that brings together disparate groups to work towards a uniform goal.

As the planning effort matures, other processes in the organization must follow suit. One area that needs to be addressed sooner rather than later is Human Resources. Agile organizations find that old job titles and descriptions no longer meet their needs. New job descriptions, for roles such as ScrumMaster and Product Owner, must be created. New ways of judging performance must also be considered. There is hardly a single role in an enterprise that is not affected at some level by a move to Agile values and practices. Teams, managers, and the product organization must help the Human Resources group find ways to support this new way of working, so the organization can continue to grow and prosper.

Transformation

The final stage of Agile adoption occurs when an enterprise has transformed. Agile Transformation looks a bit different in every organization that achieves it, but there are some common themes. Agile practices are no longer something the “technical people” do; they form the core foundation of values the organization shapes all its actions and decisions around. All employees value and promote transparency, honesty, and making and meeting commitments. Despite this, one thing an Agile organization is not is free of its problems. Agile values do not transport an organization to a magic land where every decision made is automatically the right one, and every conflict disappears with a group hug. Agile organizations will still have challenges. Impediments will be exposed. But the difference between an Agile organization and one still stuck in traditional management is that an Agile organization will see problems—and opportunities—much sooner, and, more importantly, they will see them for what they are. This vision allows an Agile organization to respond to such situations both faster and more effectively. Individuals in an Agile organization believe the right path exists, so the question then becomes not if something can be done but rather how. And that is a much more empowering approach to problem solving.

CHALLENGES TO AGILE ADOPTION

For some organizations, the transition to Agile is harder than it needs to be. Often this is a result of the lack of understanding of Agile principles or a simple lack of experience. But it can also arise when an enterprise tries to take short cuts in their Agile adoption process. Following are some common pitfalls we see when clients run astray of Agile values and goals:

- **Underestimating the amount of change that must occur** – companies looking for a “quick fix” from Agile practices often succumb to this problem. Leaders in such organizations paste an Agile title on their current practices in hopes that the new labels will somehow magically achieve new results. They give their project managers the new label of “ScrumMaster” without ever taking the time to understand how fundamentally different these two roles are. Such efforts are doomed to failure. They will be Agile in name only.

- **Ignoring the Product Organization** – as mentioned earlier, with Agile approaches such as Scrum, the Product Owners prioritize work into a Product Backlog and ensure the organization is receiving the best return on value possible in its projects. A good Product Owner is a shrewd business person, shuffling the priorities of the Product Backlog to tease out more value. But when an organization thinks of an Agile transformation as something only the technical staff participates in, they may neglect to fully engage the Product organization in the process. As a result, with a lack of understanding of either Agile principles or the value they bring, Product Owners are unable to effectively fill their roles and, as a result, projects fail or do not deliver adequate value.
• **Neglecting distributed teams** – whereas it used to be common for technical teams to be co-located in a single building, for many enterprises this has become the exception rather than the rule. Teams comprising individuals that are separated by many time zones are now the norm. When moving to an Agile approach, it is important to remember that these distributed team members need the same support that local staff do in order to be successful with Agile. They need training, and they need tools for collaboration and Agile project management. Too often, organizations give distributed teams a hasty explanation of an Agile approach like Scrum, no tools to help with organization project information, and yet are surprised and disappointed when these teams are not successful. Distributed teams can transition to Agile, but they need the same support given to local teams, and will need an Agile toolset much earlier.

• **Failing to make full use of the empirical process** – Agile approaches like Scrum control risk through frequent inspect-and-adapt points rather than relying on an extensive, up-front planning process. This is the essential nature of the difference between predictive and empirical approaches to project management. However, if an enterprise is still mired in the old way of thinking, it may attempt to still rely on up-front planning in its Agile projects and therefore neglect all the opportunities it has to change approaches that are not working. In Scrum, each structured meeting—the Daily Scrum, Sprint Planning, Sprint Review and Sprint Retrospective—is an opportunity to examine how well the current approach is working and make adjustments if necessary. Agile teams strive to “fail fast”, attempting to identify approaches that don’t work as early as possible so they can try something new. Everyone involved in the Agile process must learn this skill and be willing to overcome the formerly negative connotations of making mistakes.

• **Forgetting to celebrate successes** – an experienced Agile team is a low-drama organization. Because teams and Product Owners work together closely to make realistic commitments and meet them, much of the behavior that was once rewarded in an organization—for example, pulling all-nighters to reach an unrealistic release date—goes away. From the outside looking in, a good Scrum team can seem almost machine-like—they crank out work predictably, iteration after iteration, essentially forever. What enterprises must remember is that this lack of drama, this dependability is exactly the type of behavior that should be rewarded. Heroics are only great when they work, and too often when this kind of approach fails, it does so spectacularly. Even when the approach is successful, it can come at a terrible price, with whole teams experiencing burn-out and leaving the program or even the company at the first opportunity. It is important to remember that Agile teams are not, in fact, machines. They need to be rewarded and appreciated for the consistent approach to work that they provide. And they need to have opportunities to pursue other kinds of work outside the structure of the iteration that allow them to continue to grow as professionals and individuals.

Key to avoiding these common missteps is to be aware how easily they can occur. This is where the benefit of an experienced but neutral coach can smooth the way for an Agile transition. An Agile coach, having seen such patterns develop in other organizations, is more likely to spot them sooner and will be able to help the organization easily move past such ineffective approaches. It is possible to learn Agile with a “blind leading the blind” approach, but it is also unnecessarily painful. An Agile coach can help an organization identify new approaches and help them onto the path to Agile transformation more quickly.

**COLLABNET AGILE TRANSFORMATION STRATEGY**

The CollabNet approach to working with clients making an Agile transition is to provide support at each key stage of adoption. Clients may seek our advice at any stage of an Agile transformation but we often find that, as they proceed through the stages listed above, most clients will need help and guidance in one or more of the following areas:
• **Assessment** – for complete novices, and for those who have attempted some isolated Agile projects, an assessment can be helpful. During this effort, a coach will work with key members of the organization to observe the practices they have put into place to evaluate their effectiveness. Too often, without a rigorous approach to surfacing impediments and adopting Agile practices effectively, the enterprise can end up doing “hybrid Agile” which is often just another term for getting the worst of both worlds from an Agile and non-Agile perspective. An assessment can help identify these compromises and make a plan to improve them.

• **Training** – an organized and comprehensive training plan is required for most organizations to fully embark on an Agile transformation. For those enterprises using Scrum as their agile project management framework, Certified ScrumMaster (CSM) and Certified Scrum Product Owner courses are a logical choice. It is crucial that key members of those early Agile teams receive training so that they understand the goals of Agile, how to use the inspect-and-adapt method effectively, and how to fulfill the roles they will play in the project. CollabNet’s Certified Scrum Trainers can provide certified and non-certified training as the need arises, in both public and onsite private class settings.

• **Coaching** – after an organization attends its first wave of training, it can be very effective to make use of an onsite Agile coach. Beyond getting teams started on an Agile path, and/or providing structured training, an Agile coach will provide organizations with on the ground help, working directly with teams on their real, day-to-day tasks to improve their effectiveness. Holding effective daily stand-up meetings, helping teams learn to self-manage, and helping the Product Owners learn to write and manage their Product Backlogs more effectively are all examples of Agile coaching activities.

• **Tools** – at some point—sooner if the enterprise has distributed teams—the organization moving to Agile must evaluate and choose a toolset that supports the new collaborative environment. CollabNet offers a full suite of tools to enable agility, from code management to project management and reporting. In the early stages of Agile transformation, when pilot projects are limited in scope, teams can get by with low-tech tools. As Agile practices spread throughout the enterprise, however, an integrated suite of tools is required to scale Agile across the enterprise and enable effective coordination among the teams and management. It is very difficult to implement Agile practices at an enterprise level without the tools to support such an implementation.

• **Collaboration** – CollabNet has been fortunate to work with many organizations from their very earliest attempts at Agile projects to full-scale implementation of Agile frameworks like Scrum. In such cases, the relationship between CollabNet and the client organization has moved to one of collaboration: a trusted partnership. Together, we work with clients on an ongoing basis, providing tools, training, coaching, and support at multiple locations globally to support their efforts to effectively employ Agile principles. It is with such organizations that we have had some of our most dramatic “success stories” due in large part to the mutual trust and experience built together over time, as well as the strong commitment to fully integrating Agile principles within the enterprise culture.

*It is crucial that key members of those early agile teams receive training so that they understand the goals of Agile, how to use the inspect-and-adapt method effectively, and how they fulfill the roles they will play in the project.*
HOW TO BEGIN

One of the simplest yet most effective principles of an Agile approach is bias for action. Agile cultures believe that if what they are doing isn’t working, then they should try something else – immediately. This is also a useful attitude when beginning an agile transformation. The most important step that teams can take is to simply start – try some agile projects. Let problems arise. Those problems will make it clear where the organization should go next. With the help of an experienced Agile Coach, a plan can be created to move to that next level. Failure is not the enemy – inaction is. As Thomas Edison said, “Just because something doesn’t do what you planned it to do doesn’t mean it’s worthless.” Every step in an Agile Transformation carries a lesson, if only we are willing to see it and learn from it.
ABOUT THE AUTHOR

In her roles as a Product Owner, Scrum Master and team member, Angela Druckman has seen first-hand how Agile practices and Scrum in particular can lead organizations to project success. As one of CollabNet’s Certified Scrum Trainers and a member of its ScrumCore™ team, she helps organizations harness the Scrum framework’s potential. Working closely with customers in such diverse fields as semiconductors, financial services, media and consulting services with projects that have ranged from small contract jobs to multi-year, multi-million dollar initiatives, she has repeatedly helped teams surface and resolve organizational dysfunction through Scrum.

To learn more about Angela’s thoughts on a variety of Agile and Scrum topics, visit her blog at http://blogs.collab.net/agile/author/angela-druckman/.

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ABOUT COLLABNET

CollabNet is the recognized leader in leveraging collaboration, Agile methods, and Cloud computing to transform the way software development organizations develop and deploy applications. We enable our customers to efficiently manage lifecycles, development processes, distributed teams, and projects. Our lightweight and easy-to-use platform, offered in the Cloud on the Codesion™ hosting platform and in on-premises versions, delivers substantial cost, quality, and time-to-market improvements to more than 7,000 customers, from workgroups to enterprises. For more information, please visit www.collab.net.

For more information on CollabNet’s agile tools and training visit http://www.open.collab.net/products/scrumworks/ (Scrum Works Pro) and http://www.open.collab.net/training/scrummaster/ (Scrum Core Training.)