



# AGILE2011 CONFERENCE

AUGUST 7-13, 2011 SALT LAKE CITY, UTAH



## ATTENDEE CONFERENCE GUIDE

Join us in Salt Lake City, Utah for the premier Agile event on techniques and technologies, attitudes and policies, research and experience, and management of Agile Software Development.

**Dates:** August 8th – 12th, 2011

**Venue:** The Grand America Hotel  
555 South Main Street  
Salt Lake City, UT 84111

**Register at:** <http://agile2011.agilealliance.org/registration/>

Please add the email: [registration2011@agilealliance.org](mailto:registration2011@agilealliance.org) to your allowed list to receive all attendee email communications.

**Attendee Services:** Should you require registration assistance, or have any questions, please email us at: [registration2011@agilealliance.org](mailto:registration2011@agilealliance.org)

## REGISTRATION

**Your conference fee includes ALL sessions, events, keynotes, and includes breakfast, lunch and conference parties for the entire 5-day conference.** Unlike other conferences that charge you by the session or event, Agile2011 is designed to encourage deep engagement and a free flow throughout all activities. (Everything is included except travel, hotel and personal expenses. Please refer to the Hotel Discount and Air Travel Discount sections of this Guide for complete booking information)

Please read the descriptions below. Click on the appropriate Registration Type.

Registration Type	Super Early Bird**	Early Bird**	Regular	Description
<a href="#">Alliance Member</a>	SOLD OUT	SOLD OUT	\$1999	<b>You are a current member</b> of the Agile Alliance. If you attended last year's conference, you were given a complimentary one-year membership.
<a href="#">Non-Member</a>	N/A	N/A	\$2149	You are <b>not</b> a current member of Agile Alliance. If you wish to qualify for Alliance Member rates, <a href="#">sign up here</a> , then Register as an Alliance Member. ( Individual Membership: \$100)
<a href="#">Group Pack (5)</a>	N/A	N/A	\$1749 per registration	Buy <b>5</b> registrations at a discounted price. <i>Note: All registrant's information must be entered at time of payment and payment must be made with the same credit card or check/money order.</i>
<a href="#">Academic</a>	N/A	N/A	\$899	You are a full-time faculty member or student in Spring and Fall 2010. We also have a limited number of \$500 academic grants. Click <a href="#">here</a> for details.
<p>* All fees are in US Dollars  ** Super Early Bird and Early Bird registrations do not have a specified cut-off date. A limited number of discounted registrations are allocated on a first-come, first-served basis.</p>				

### Payment Methods:

**Online Payments:** Agile2011 accepts Visa, MasterCard, and American Express.

**Payment by Mail:** [Register online](#) and select the option to pay by Check/Money Order.

*Note: In order to guarantee your conference rate, payment must be received within 10 business days of your online registration, or will be subject to the next higher fee category, if applicable.*

**Make Check/Money Order Payable to:** AGILE ALLIANCE

**Mail To:** 1425 Caribou Lane, Knoxville, TN 37931

*To ensure proper processing, include a printed copy of your confirmation email with your payment.*

## ABOUT AGILE2011

Agile2011 marks a very special year for Agile Software Development as we commemorate the 10th anniversary of the penning of the Agile Manifesto at Snowbird, Utah. Agile Alliance expects more than 1600 attendees in Salt Lake City to celebrate the worldwide transition to Agile practices.

The Agile Conference has grown year over year to become the industry's leading event; attracting active practitioners, academia, business and vendor-partner community members, and leading industry analysts from around the globe. Last year we hosted almost 1400 attendees from 39 countries.

The Agile approach focuses on delivering business value early in the project lifetime and being able to incorporate emergent requirements. Throughout the week-long conference, Agile2011 will examine the latest theory, practical applications, and implications of Agile methods.

The conference is not about a single methodology or approach, but rather provides a forum for the exchange of information regarding all Agile development technologies: Extreme Programming (XP), SCRUM, Lean, and Kanban, as well as technical practices such as Test Driven Development (TDD), Behavior Driven Development (BDD), pair programming, retrospectives, continuous integration, etc.

Our conference sessions are stacked with thought-leaders, innovators, expert practitioners, influencers and authors who come to share their experiences, knowledge and enthusiasm with you. This year we have 17 stages hosting speakers, classes, workshops and special events, plus a stage dedicated to Open Jam: An all-day-all-night, week-long, wide-open, user-driven stage. Hang out at Open Jam and ask questions, work on issues and problems, exchange ideas, talk with the experts and authors, demonstrate software and techniques, experiment, or even convene a session of your own!

Enjoy a stimulating week of learning, collaborating, brainstorming, and sharing problems and solutions while you network and make valuable connections. Come with your colleagues, bring your teams, bring your boss, or come alone. You will likely see old friends, and certainly make new ones.

Whether you're with a group or flying solo, be sure to attend Dinner with a Stranger, the perfect way to meet new and returning attendees over dinner at a local restaurant. And if you are new to our annual Agile Conference, we have orientation sessions to help you navigate the many conference activities and get the most out of your experience.

We expect to be filled to capacity this year so please register early!

## ABOUT AGILE ALLIANCE



Agile Alliance is a nonprofit organization with more than 6,000 members worldwide, committed to advancing [Agile development principles and practices](#) through our annual Agile Conference, local workshops and conferences, and academic research projects. We believe that Agile approaches deliver higher value faster, and make the software industry more productive, humane, and sustainable. Learn more about our projects and Member benefits at: <http://www.agilealliance.org/>

BACK TO WHERE IT ALL BEGAN. BACK TO THE FUTURE. AGILE 2011

## AGILE MANIFESTO AUTHORS TO REUNITE AT AGILE2011 IN CELEBRATION OF THE 10<sup>TH</sup> ANNIVERSARY

“Ten years ago a group of 17 independent-minded practitioners of several programming methodologies gathered near Salt Lake City and developed four guiding principles for the Agile software development movement. We will celebrate this occasion with the entire Agile community at Agile2011 by bringing the original signatories together to provide insights and interact with attendees throughout the week-long conference.”

-- Todd Little, Agile2011 Conference Chair

### Meet and Mingle with Agile Manifesto Authors

In an historic reunion, 16 of the Agile Manifesto authors will be taking the stage together at The “Big Park Bench” Event where they will field audience questions, and share their insights. Be inspired, and learn from their unique perspectives, histories and experiences. In addition, these influential thought leaders will be dropping by “The Park Bench” area of Open Jam throughout the week long conference. Take advantage of this unique opportunity to meet these visionaries of the Agile movement. Interact and engage in open discussion within this casual meeting space.

#### Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

**Individuals and interactions** over processes and tools  
**Working software** over comprehensive documentation  
**Customer collaboration** over contract negotiation  
**Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

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Kent Beck  
Mike Beedle  
Arie van Bennekum  
Alistair Cockburn  
Ward Cunningham  
Martin Fowler  
James Grenning  
Jim Highsmith  
Andrew Hunt  
Ron Jeffries  
Jon Kern  
Brian Marick  
Robert C. Martin  
Steve Mellor  
Ken Schwaber  
Jeff Sutherland  
Dave Thomas

# AGILE2011 PROGRAM SCHEDULE

View over 200 sessions and build your personal schedule at <http://program2011.agilealliance.org/>

	Monday Aug 8	Tuesday Aug 9	Wednesday Aug 10	Thursday Aug 11	Friday Aug 12
8:00	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
9:00	Tutorials	Keynote Barbara Fredrickson	Sessions	Sessions	Keynote Kevlin Henney
10:30	Break	Break	Break	Break	Break
11:00	Tutorials	Sessions	Sessions	Sessions	Keynote Linda Rising
12:00	Lunch	Lunch	Lunch	Lunch	Agile2011 Ends
1:30	Tutorials	Sessions	Sessions	Sessions	
3:00	Break	Break	Break	Break	
3:30	Tutorials	Sessions	Sessions	Sessions	
5:00	End of Sessions	End of Sessions	End of Sessions	End of Sessions	
6:00	The "Big Park Bench" Event	Industry Analyst Panel Discussion	Agile Alliance Member Meeting		
7:00	Ice Breaker	Dinner With a Stranger	Sponsor Reception	Conference Party	

## THE CONFERENCE EXPERIENCE

Our annual Agile Conference is as well known for the quality of session content, speakers and attendees, as it is for its energy, enthusiasm and openness. You will feel welcomed and find easy conversations and interactions flow naturally here. The schedule provides numerous opportunities for casual exchange, networking and collaboration.

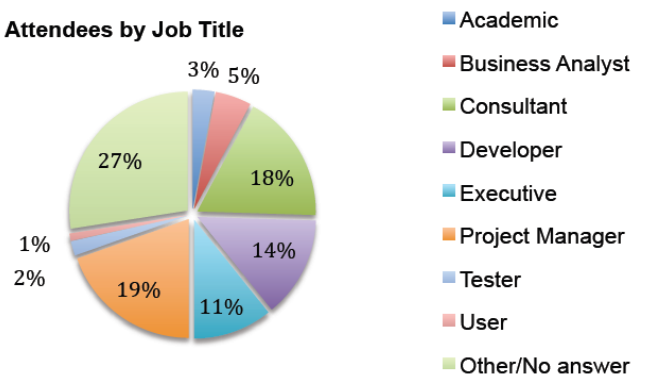
Last year, close to 1,400 attendees from 39 countries came to Agile2010 in Orlando, FL. Every year the conference gets better and bigger, and this year we are expecting a record turnout.

**See what attendees said about last year's conference.** Check out this YouTube video shot by Damon Poole, the Founder and CTO of AccuRev.

*Thanks for sharing Damon!*

[Agile 2010 Highlights and Interviews](#)

2010 Attendees by Job Title



## KEYNOTE SPEAKERS

Three outstanding Keynote Speakers will share their unique expertise and perspective.

### Tuesday August 9<sup>th</sup> at 9:00am: Barbara Fredrickson



Dr. Fredrickson is the Kenan Distinguished Professor of Psychology and Principal Investigator of the Positive Emotions and Psychophysiology Lab at the University of North Carolina. She is a leading scholar within social psychology, affective science, and positive psychology. Her research centers on positive emotions and human flourishing and is supported by grants from the National Institute of Mental Health.

Barbara's research and her teaching have been recognized with numerous honors, including, the 2000 American Psychological Association's Templeton Prize in Positive Psychology. Her work is cited widely and she is regularly invited to give keynotes nationally and internationally. She lives in Chapel Hill with her husband and two sons.

### Friday August 12<sup>th</sup> at 9:00am: Kevlin Henney



Kevlin is an independent consultant and trainer based in the UK, known internationally for his speaking, writing, incidental humor and occasional insights. His software development interests are in patterns, programming, practice and process.

Kevlin is co-author of A Pattern Language for Distributed Computing and On Patterns and Pattern Languages, two volumes in the Pattern-Oriented Software Architecture series, editor of the 97 Things Every Programmer Should Know site and book, and has written many articles and columns..

### Friday August 12<sup>th</sup> at 11:00am: Linda Rising



Linda Rising has a Ph.D. from Arizona State University in the field of object-based design metrics and a background that includes university teaching and industry work in telecommunications, avionics, and strategic weapons systems.

An internationally known presenter on topics related to patterns, retrospectives, agile development approaches, and the change process, Linda is the author of numerous articles and four books---Design Patterns in Communications, The Pattern Almanac 2000, A Patterns Handbook, and Fearless Change: Patterns for Introducing New Ideas, written with Dr. Mary Lynn Manns.

## SPECIAL EVENTS

There is more to advancing your career than learning new tips, techniques, and practices. The Agile2011 experience extends well beyond the sessions with great Special Events aimed at helping you interact with participants and speakers in an open, casual environment.

### First Time Attendee Orientation - Sunday, August 7<sup>th</sup> at 3:15pm & 5:15pm

If you find the conference schedule slightly overwhelming, make sure to attend the Agile2011 Orientation Sessions. The orientations are designed to give first-time attendees a little "101 Guide" to Agile2011, including insight into ways to get the most out of their experience. There will also be a "Q & A" session at the end in case we miss anything. There is no pre-registration required and any registered Agile2011 attendee may attend.

### The "Big Park Bench" Event - Monday, August 8<sup>th</sup> at 6:00pm Reuniting and Celebrating the Authors of the Agile Manifesto

To celebrate and commemorate the 10 year anniversary of the Agile Manifesto, the conference is hosting a very special event. In an historic reunion, 16 of the Agile Manifesto authors will be taking the stage together at "The Big Park Bench Event" where they will field audience questions, and share their insights. In addition, you'll be able to meet the authors at "The Park Bench" within Open Jam throughout the week-long conference.

### Open Jam - August 7 – 12<sup>th</sup>, All Day and Night Producer: Steven "Doc" List and Rachel Davies

Open from 3:00pm Sunday until 12:30pm Friday, Open Jam is a place to share questions and quandaries, talk to the experts, demonstrate software and techniques, and experiment with emerging Agile practices and ideas.

Sessions do not need to be formal, like the ones on the program, (in fact, it can be more fun if they are not). Bring your crucial issues and ideas, your passion and your commitment to the Open Jam. Walk away with valuable new insights into topics that are relevant to you today. Anyone can convene a session at the Open Jam stage based on a passion and a commitment to make the session happen.

### "The Park Bench" at Open Jam with Agile Manifesto Signatories - August 9 – 12<sup>th</sup>

The original visionaries of Agile development will be in attendance all week long and dropping in at "The Park Bench" area of Open Jam to share their insights and ideas with you. Take this unique opportunity to meet and interact with these influential thought leaders in a casual and open environment. Learn and be inspired from their unique perspectives, histories and experiences.

### LiveAid Lab - August 9 – 12<sup>th</sup> Producer: Bob Payne

We are dedicated to creating a unique lab experience that uses real projects with real deliverables.

By marrying the efforts of dedicated professionals experiencing Agile Development techniques with communities that need high quality software we hope to be a small part of a positive change.

The LiveAid Lab allows attendees to participate in a real Agile project for a Not for Profit. Our lab will be staffed with experienced mentors to help you maximize your ability to contribute and learn in the lab.

Everyone is invited to Participate:

- Donate Time by participating for 10 minutes, or a whole day  
Drop in at the LiveAid Lab to offer your skills, and collaborate on a project that will benefit a non-profit organization and fill a need
- Observe an Agile Project in Action  
Watch and learn throughout the week as the Project evolves
- Donate money to help the cause

Code developed during LiveAid Lab will be deployed in the final product.

### Industry Analyst Panel Discussion - Tuesday, August 9th at 17:30-19:00

**Agile Trends and Future Directions** - Come join the leading industry analysts as they discuss the latest trends and emerging best practices around Agile software development. Learn how the most successful software organizations are utilizing Agile to drive business performance. Find out how the latest innovations in Agile practices continue to mature as development organizations deploy Agile further across the enterprise.

- Dave West, Forrester Research
- Michael Cote, RedMonk
- Melinda Ballou, IDC
- Michael Azoff, Ovum

### Agile Alliance Members Meeting - Wednesday, August 10<sup>th</sup> at 6:30pm

The annual Agile Alliance Member's Meeting will be held at the Agile2011 conference. Members are invited to meet, hear about, and discuss Alliance business with the Agile Alliance board of directors. Drinks and snacks will be served.

If you registered for the conference as a non-member you will have received a complimentary 1-year Membership and are invited to participate and learn about our non-profit organization, projects and programs.

Any program updates will be posted at: <http://agile2011.agilealliance.org/program/>

## SOCIAL NETWORKING EVENTS

In today's market, networking has become more important than ever. Meet, interact and have fun with fellow conference attendees at the many social networking events.

### Opening Reception - Monday, August 8<sup>th</sup> at 7:00pm

Join us for Agile2011's Opening night reception. The night will be filled with food, drink and fun! After chatting with new attendees and reconnecting with old friends, be sure to stop by the vendors to see what's new in the industry.

### Dinner with a Stranger - Tuesday, August 9<sup>th</sup> at 7:30pm

Socializing and networking are an integral part of Agile2011. Make sure to stop by the registration desk and sign up for "Dinner with a Stranger" on Tuesday, August 9th. Just add your name to one of the sign-up sheets with the names of nearby restaurants and grab your "I'm a stranger" ribbon. Later that night, put it on and meet your fellow participants for dinner and great conversation. Whether you attend every year or are new to the conference – it's great to relax and mingle, make new contacts and new friends. It was a smash hit last year and seating is limited, so sign up early!

### Sponsor Reception - Wednesday, August 10<sup>th</sup> at 6:30-9:30pm

Win Prizes! Get your Agile2011 passport stamped at this year's Sponsor Reception. Our Sponsors are among the Agile leaders and innovators in the industry. Their commitment is vital to conference success, and helps support Agile Alliance's many projects, including workshops, local conferences and academic research. So come out to support them in return. Visit their booths, find out the latest and greatest in Agile development. Enjoy appetizers and drinks while you collect passport stamps and enter for your chance to win great prizes!

### Conference Party - Thursday, August 12<sup>th</sup> at 7:00-10:00pm

A celebration that you won't want to miss! We reserve the final evening for our Agile2011 Conference Party. Finish an amazing conference week with a scrumptious dinner, beverages and entertainment rarely found at software conferences. Relax and unwind with new and old friends.

*Any program updates will be posted at: <http://agile2011.agilealliance.org/program/>*

# THANK YOU TO OUR AGILE2011 SPONSORS

We gratefully acknowledge Agile2011 Sponsors for their commitment and support. The conference provides funding for the non-profit activities of Agile Alliance, and supports our many programs that benefit the global Agile community. Learn about their companies, products, and services by clicking on their logos.

Agile2011 is the premier international conference for all aspects of Agile development, attracting active practitioners, academia, business and vendor-partner community members, and leading industry analysts from around the globe. To learn about sponsorship opportunities and benefits, email: [Phil Brock](mailto:Phil Brock), Managing Director and Sponsor Liaison. Download the [Agile 2011 Sponsor Portfolio](#).





## 17 ACTIVE STAGES

Sessions are distributed into stages where you can explore topics, problems and solutions. Each stage will host a variety of sessions within each topic. Learn from and interact with Agile experts, leading influences, thought-leaders, practitioners and innovators who come to share their knowledge, experience and enthusiasm with you.

### Adoption & Transformation

Have you considered the switch to Agile but not know where to start? Are you practicing Agile but not getting the results you expect? If you answered yes to either of these questions then the Adoption & Transformation stage could be your first stop on the road to better business results through agility. Whether you're just getting started or starting to "get it" you'll find valuable information on what it takes to execute a successful adoption and organizational transformation – not to mention the pitfalls you should avoid along the way as others share their most painful experiences and greatest moments of insight.

Questions this stage will attempt to answer:

What is it about an organization's culture that makes it a fit for Agile adoption?

- How long does it take in order to receive lasting benefits from an Agile transition?
- Where do I start a transition?
- Why transition to Agile?
- Who should be involved with the transition?
- How many false starts did it take before becoming successful within your organization?
- What are the barriers to success?
- When is my organization "ready" to begin an adoption?
- How do I know when my organization is Agile?
- How do I know we're getting better at it?
- How does Agile transform your organization's culture?
- How has Agile had an impact on your organization's bottom line?
- What tools do I have for successfully achieving Agility?
- Now that my coach is gone, how long before we go back to our old ways?
- What does a "transformation" look like?

## Agile Bootcamp

The goal of Agile Boot Camp is to provide those who are new to agile development with a brief but systematic overview of agile concepts, terminology, methodologies, and practices. Upon completion of the boot camp, attendees should feel comfortable discussing basic agile development principles and practices, and have a mental framework to help them get the most possible out of the remainder of the conference.

The Agile Boot Camp consists of two parts: an intensive first day curriculum providing a solid introduction to agile concepts, methods, and practices; and a second day of hands-on workshops providing deeper exploration of important topics. On the first day, stage participants will learn about 1) a history/overview of agile development and methodologies, 2) agile planning and project management, 3) agile engineering, and 4) agile teamwork and context. In-depth workshops on the second day will include topics like TDD, continuous integration, agile testing, and agile requirements.

Questions this stage will attempt to answer:

- What is Agile Software Development?
- What are the basic concepts, principles, and practices behind agile software development?
- What do I personally need to know to be successful with Agile Software Development?
- What topics do I want to learn more about at this conference?

## Agile for Embedded Systems

Agile is making inroads into embedded development. Some of you have been applying agile to embedded for the last decade, while others are just hearing about it now. Embedded systems development suffers from many of the same problems as software developed for the desktop and the web: inconsistent delivery, unrealistic expectations, defects late in the development cycle and burned out individuals and teams. At the same time, embedded has some unique challenges: cross platform development, hardware/software/mechanical integration, real time constraints, and product safety to name a few. One of Agile's strengths is the emphasis on adaptability. Agile can be adapted to the challenges of embedded systems development.

The goal for this stage is to provide a forum for practitioners to exchange their many lessons learned and a place for those new to Agile, but not embedded, to see how to apply Agile to the challenges of embedded systems development. Because embedded systems always involve more than software, a further goal is to explore:

- Agility for product development involving hardware, software, mechanics, ...
- Making the transition from lean manufacturing to lean development

Questions this stage will attempt to answer:

- How will incremental planning and delivery help when there is no incremental delivery possible?
- How do I turn product requirements into stories?
- How do we deal with regulatory issues? What will my auditors say?
- What is continuous integration in an embedded product development effort?

- How do we use TDD and automated acceptance testing without a lab full of specialized equipment?
- Our engineers are specialists, how can we deliver features and show progress when the platform is not ready?
- Can I use agile on a one engineer product?
- Our product has a lot of third party off-the-shelf software, how can agile help?
- What does Lean Product Development have to do with Lean Manufacturing?
- How can we make progress on the software when the hardware won't be ready for months?
- How do we get meaningful customer feedback before it is too late?

## Agile Show and Tell

What makes or breaks a software project? Certainly not the labels people pick as tribal affiliations: "Agile", "Scrum", or "Extreme" are mere words, powerless to bring about outcomes. What truly matters is what we DO - practices, insights turned into action and decisions. This stage is intended to maximize attendees' exposure to novel or useful ideas of things they can DO on returning to work after the conference, through very short talks (8 minutes) followed up in Open Space sessions. We will prefer talks accompanied by visuals (photos, videos) or artifacts from your project - no elaborate PowerPoints, no tool demos - just practitioners showing and telling.

Questions this stage will attempt to answer:

- What interesting stuff have you learnt lately?
- If we visited your team, what would we see that would blow us away?
- What has worked well enough for you that you want to inspire others to try it?
- What has bombed so badly for you that you want to warn people away from it?

## Business & Project Management

Agile principles and practices are well established in the execution of software development projects and agility is increasingly thought of as the "right" or at least most effective way to approach these projects. The Business & Project Management stage looks at a broader spectrum to examine how agile principles and practices can be used beyond the domain of software development projects.

Questions this stage will attempt to answer:

- How can agility help answer the important value-added question, "what is the right work to do?"
- How can agile values, principles, and practices be adapted to achieve the benefits of agility in the execution of projects outside the software development domain?
- How can the benefits of agile values and principles be realized in the broader business organization outside of project work?
- Experiences of using agile approaches in non software projects. How were these projects selected? What benefits were gained from agile approaches?
- How is portfolio management being performed in an agile manner?
- How is a portfolio of projects using both agile and phase based approaches to project management managed? What are the issues in transitioning from more traditional portfolio management techniques?

- How are agile techniques used for initiative and project selection and governance? How are projects getting started? How does the business know a project is delivering what was expected?
- What other business areas are using agile approaches? What processes are being managed? How were these selected? How was the transition made?

## Coaching & Mentoring

Are you a new Agile Coach? Have you been dropped into your current role? Do you want help in transitioning from a technical role to Agile Coach? Not sure where to start? Then this stage is a good place to start your journey and become a person who focuses on helping others. Come and learn techniques, listen to the experience of peer coaches, and see how you can better support technical teams in their day to day struggles.

Maybe you're a seasoned coach or a veteran of many teams, then we need you too. We would like to know what makes you different, and what your most effective tools are. Please come out and learn what makes your peers great, both in the formal sessions and hallway conversations.

Questions this stage will attempt to answer:

- What kind of skills do I need to coach someone in the Agile Principles? Technical Skills? Other skills?
- What is my next step as a coach? What are common difficulties when coaching?
- Where do I start and when do I end?
- How do I coach mature teams?
- What technique can I use to address dysfunction ?
- How can I tell I'm not sub optimizing a process by intervening?
- What techniques are you finding most effective?
- What have you borrowed from other fields (i.e. organizational development, psychology, executive coaching, neuroscience and anything else you think is relevant)?
- What differentiates you from other Agile coaches?

## Collaboration, Culture & Teams

As we framed this stage, thinking about Collaboration, Culture and Teams, one word came up over and over--entangled. We see that as the essential nature of this stage. We could simplify things by pulling the three concepts apart into three separate buckets, but it would be less useful, we think.

Collaboration is a way to accomplish interdependent goals. Collaboration is an approach to work a set of skills, an approach to conflict, a reflection of culture. Teams collaborate within one boundary; but releasing software requires collaboration across the organization, across companies, and across cultures.

Culture is an expression of group values in action. Culture shapes what people can talk about, and what's undiscussable; what's acceptable and what is not; what's important, what's valuable; who is important, who is valuable.

Teams are social units that exist within a culture, and work through collaboration. The presence of many

cultures--national, professional, organizational--within a team will bring challenges and great possibilities for team work.

You see why “entangled” came up.

In this stage, we explore the interplay between Collaboration, Culture, and Teams, not as artificially separated concepts, but entangled, as they really are.

Questions this stage will attempt to answer:

- How do different levels of team self-responsibility affect individuals, culture, and results?
- How does collaboration between the team and other parts of the organization support or limit successful realization of goals?
- What aspects of culture (both organizational culture and the cultures people bring as individuals) affect successful collaboration and teamwork?
- What has worked to help support collaboration across cultural and organizational boundaries?
- What structures (physical, organizational, policies, contracts) have increased cross-organizational collaboration? How have they changed the nature of the relationship between the organizations?
- What will help teams develop robust collaboration when there are cultural differences?
- How can teams recognize favorable and limiting aspect of organizational culture and shape a new culture within the team?
- How can we help teams overcome narrow job descriptions and a culture of specialization and build robust cross-functional collaboration?

## Development Languages, Practices & Techniques

This stage explores the fundamental, even disruptive role that programming languages, practices and techniques play in achieving the goals of agility. This isn't the stage to find conventional talks of the form "How to do TDD in the FooBar language." Rather, this stage challenges the conventional thinking about agility, or reaffirms it in novel ways, based on the characteristics of particular languages, practices, and techniques. This is a stage for the experienced agile developer who wants to explore new territory.

Questions this stage will attempt to answer:

- How can new development languages, practices, and techniques revolutionize the Agile experience?
- After more than a decade of experience using Agile, how have our tools and techniques changed?
- Are we developing new kinds of applications that force strategic changes in how we work?
- How does TDD change when using Functional Programming languages?
- What is the role of Domain-Specific Languages in transforming the development process?
- What are some of the practices, tools, or techniques that can enable a sustainable pace in agile development
- Are there tools, techniques, and approaches that you have found to motivate and improve the use of code reviews?
- Are there unique lessons to be learned from applying Agile in new domains, such as mixed hardware/software projects, research settings, etc.?

## Enterprise Agile

The Enterprise Agile stage is dedicated to sharing insights from large scale, distributed, complex projects and projects operating in organizationally complex eco-systems. We invite practitioners and evangelists to shed light on real-world challenges and share their success and horror stories, and practices for interpreting agile principles and evolving agile practices. We hope to provide pearls of wisdom for teams considering or already in enterprise set ups. This stage will stress the practical applications and implications of evolving Agile values and practices to enterprise scale projects.

Enterprise software development is often large in scale and widely distributed. Enterprise software development takes place in a confusing and chaotic mix of software methods, enterprise policies, competing interests, personal agendas, personality types, formal and informal relationships. In ecological terms, there is a great deal of bio-diversity and enterprises are anything but mono-cultures. Just like all other successful species Agile must evolve and adapt to survive and thrive in this complex environment.

Questions this stage will attempt to answer:

- How have you interpreted agile principles and evolve agile practices to cope with the reality of the enterprise?
- How to scale from the classical Scrum model of a Product Owner, Scrum Master and a seven plus or minus 2 member delivery team to a project with 100, 200, 300 or more?
  - What does the backlog look like? How is it managed? How is it governed?
  - What are the roles?
  - How are the teams coordinated? Is a Scrum of Scrums sufficient?
- What happens when the continuous flow of agile hits the enterprise's stage gate funding and governance practices?
- How do you work with non-agile teams within and outside of the enterprise?
- How to work with teams that are scattered not only across an enterprise development campus but also around the world?
- How to evolve agile practices to cope with the reality of the enterprise?

## Hands-On Stage

Nothing is more convincing than a personal experience. The Agile community views software development as a learning process, through collaboration of people. Agile is all about learning by doing!

The Hands-On stage provides learning experiences for all levels of Agile practitioners through highly interactive sessions. Sessions can be of two main types: experiential workshops, or peer-to-peer exchanges.

Some examples of hands-on session formats:

- Experience-based workshops
- Collaboration games
- Role-playing simulations
- Peer-to-peer exchanges
- Think tanks

## Insights

An Insight presentation shares first-hand information and reflections: "We saw this, did that, and consider this-and-that about our experiences." Insight reports are where agile development teams, project and program managers, leaders, and individuals share observations, hard fought wisdom, and practical advice.

Questions this stage will attempt to answer:

- How did you uniquely scale up, blend, adapt or evolve agile practices?
- What mistakes did you make? What insights have you gained that others need to know about?
- How successful were you in overcoming challenges? What challenges remain?
- If you've been doing agile development for a long time, how have your values or ways of working changed? What are you doing now and why?
- How have you uniquely tackled architecture, design, usability, quality assurance, deployment, marketing, product definition, requirements or documentation?

Each Insights presentation will be 30 minutes long and each presenter will be required to write a 6-8 page paper (which will be shepherded) and submit that to the conference proceedings. The initial proposal need not include a full paper but should include enough information for the review committee to determine if the brings forth new insights.

The detailed call for Insights-Experience Reports can be found [here](#)

## Leadership

By now we know that agile does not mean anarchy. It is simple yet disciplined. Leadership plays an important part in its success. We heard, learned, and experienced the characteristics and behavior required for an agile transition as well as continuous adaption and improvement. Agile leadership can be strong, powerful, and subtle. Let us know what leadership approaches, techniques, tools, and styles you have used successfully and not so successfully. We learn from our mistakes as well as our successes.

Questions this stage will attempt to answer:

- How is leadership similar or different for various roles such as ScrumMaster, project manager, functional manager, director or executive leader?
- How do agile leadership roles and responsibilities differ from traditional leadership roles and responsibilities? Do they change depending on the enterprise goals?
- How can heroic leaders transform themselves to post-heroic?
- How does leadership style affect the team?
- How do servant leaders take a back seat yet influence, facilitate, coach, and rally teams to success?
- We need a new kind of leadership. But what does it look like?

## New Horizons & New Voices

The New Horizons & New Voices stage is dedicated to uncovering, supporting and giving space to previously little known or unheard ideas and individuals that are stretching the Agile envelope. We want

to explore the interplay of ideas and experiences, examine real world experience to challenge conventional wisdom, make unexpected connections, and learn what new things people are trying in their environments and hear how it's worked for them.

When we let our imaginations run, we envision topics that stretch our thinking, like:

- Lean Start-Up Principles applied to Enterprise SW Projects
- DevOps: Agile extended to IT Operations
- TDD applied to Functional Languages
- How we applied Semco (or Zappos or Gore) principles to develop software
- Agile Methods for User Experience and Design
- SD in Eastern Europe(or South America or South East Asia)
- Saving Endangered Domain Languages
- Finance departments interacting with Agile (Or Legal or HR. Not theoretically, but in actual, practical experience)
- How Agile SW teams influence (get influenced by) the larger organization

Questions this stage will attempt to answer:

- What have we not seen before that is influencing the direction/evolution of Agile SW?
- What have we not seen before that Agile is influencing in unexpected ways?

## Research at Work

Do you wonder why a method, tool or practice is working, why it is not working or why something that works in one setting is difficult to introduce in another? The Research at Work stage of the Agile Conference focuses on bringing the results of rigorous scientific research on agile software development to practitioners and researchers. We aim at bridging the gap between research and practice, by presenting case studies, action research studies, experiments, surveys and literature reviews with focus on practical implications.

Questions this stage will attempt to answer:

- What can we learn from studies of agile software development techniques?
- What are the theoretical underpinnings of agile and lean development, and the agile manifesto?
- What can software developers learn from other research fields?
- What topics should be researched in the future?

*Note to Speakers: The Research at Work stage has a detailed Call for Papers [here](#). Papers should be submitted to a special submission system [here](#)*

## Testing & Quality Assurance

The Testing and QA Stage sessions are designed to help testers and anyone who is part of an agile team succeed in delivering high quality software. The presentation of new and innovative techniques and ideas for ensuring high quality results is an important purpose of this stage. The sessions in this stage will give you practical ideas and techniques to take back to your workplace. These sessions will be highly interactive to allow for experiences to be shared and learning from each other. If you're a tester,

developer, business analyst, coach, manager, or anyone else with a stake in delivering high-quality software, you'll find practical information here.

Questions the stage will attempt to answer:

- How do quality metrics improve testing practices?
- How to effectively managing technical debt in test suites?
- How to ensure that testing "keeps up" with the fast pace of agile development?
- What skills should agile teams have to ensure high quality?
- What is the role of a QA specialist on an agile team?
- What is the relationship between developer testing and tester testing?
- How to test nonfunctional requirements on agile projects (load, performance, security, usability, stress, etc.)?
- How to create and maintain non-brittle test suites?
- How do distributed agile teams practice effective, continuous testing?
- How can agile testing help with compliance requirements (e.g., FDA, Sarbanes-Oxley, etc.)

## User Experience and Interaction Design

The User Experience/Interaction Design stage is for agile team members passionate about creating a great user experience. Our goals include:

- Putting practical user experience skills into the hands of the people who need them – regardless of their official role
- Communicating that user experience is a rich, deep discipline that can help agile teams build better products

A great user experience must be rooted in an understanding of user needs. Good user interface design is not enough. The best products come from entire teams understanding and applying user experience skills and practices throughout the entire lifecycle of a product.

In Agile development, the whole team must accept responsibility for the quality of the user experience.

Questions the stage will attempt to answer:

- As a user experience specialist, how can I best work with the rest of the Agile team?
- As an Agile team member, what can a user experience specialist do for us?
- How can traditional user experience and usability practices be adapted for an Agile environment?
- What are some of the best tricks, tips, and practices that work in less than ideal environments?
- What are some of the best tricks, tips, and practices that work on teams new to user experience or new to Agile?
- What can we do when we don't have a user experience specialist on the team?

## Working with Customers

The "Working with Customers" stage explores the interactions between the customer community and

Agile development teams, focusing on the non-technology functions as well as the Agile development teams themselves.

We see the “customer” as a many-headed Hydra ranging from executives and managers who sponsor and pay for projects, to internal “users” (horrible term – are they addicted to our software?) to the ultimate customer who purchases or consumes our product. Even the end consumer comes in varied flavors – e.g. on a website often the funding comes from advertising revenue but the primary functionality is to provide a service or product to a member of the public who visits the site.

Questions this stage will attempt to answer:

- What does "working with customers" mean when you have an Agile team delivering to multiple customers and multiple end-users? (For example, in Telecoms or Financial Services)
- Do Agile customer relations incite different sales and marketing techniques? If so what are they, and what does this look like?
- How are Agile contracts structured to support collaborative flexibility and progressive elaboration between customers and business?
- What is the level of interaction between Agile sales and Marketing teams and Agile developments teams, do they working as one team, can they work as one team, should they work as one team?
- How engaged are the development teams with the end consumers of the services and products we produce? What does this interaction look like and how is this different from traditional "waterfall" development?
- How is "pull" created with the varied customer communities and how does this change the interaction with the Agile development team?
- How does the work-life balance change when the Agile teams are working across varied customer communities? Is this more stressful or less?
- Does an Agile development team working with across customer communities promote increased innovation?
- How do you reconcile conflicting customer goals through collaboration? What are the conversations, tensions between customer communities, customer facing teams, and the Agile team?
- What happens when you work with customers and deliver in a regular cadence, and what happens when they like what you deliver versus when they do not?
- How do you ensure that the Agile team gets feedback from the whole spectrum of customers?
- How closely coupled should the Agile project delivery cadence be with the marketing release cycle?

## HOTEL DISCOUNT AND INFORMATION

### The Grand America Hotel

555 South Main Street  
Salt Lake City, UT 84111

The Grand America Hotel is the only AAA Five Diamond hotel in Salt Lake City. The hotel offers luxurious and spacious accommodations.

The Grand America Hotel is the official hotel of the Agile2011 Conference.

### Conference Discount

The **special rate of \$199/night** is being offered to attendees of the Agile2011 Conference.

Please make your **reservations before July 10<sup>th</sup>, 2011** to guarantee this great rate.

After July 10<sup>th</sup>, please call the hotel directly for availability.

### Call Hotel Reservations:

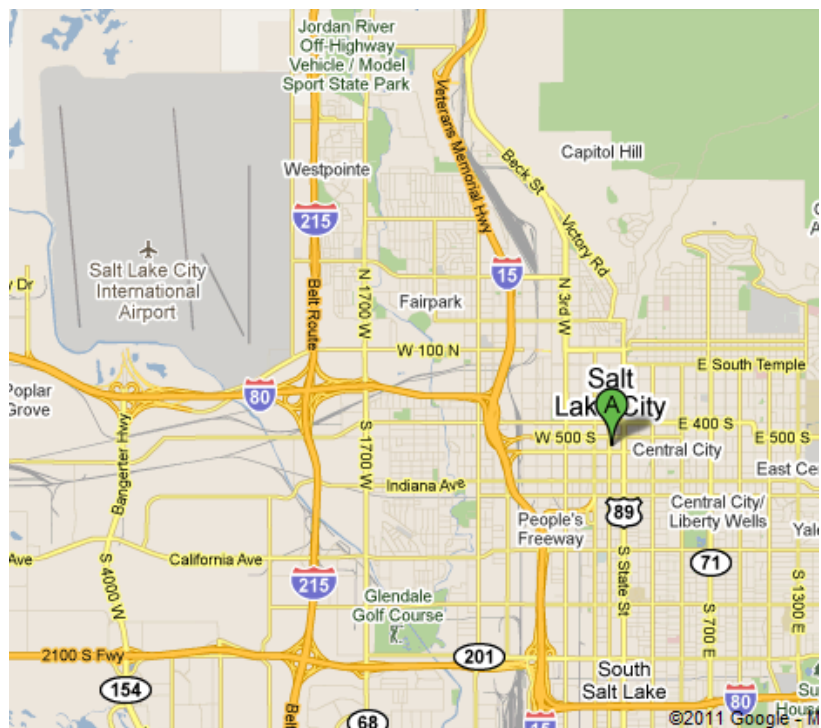
**1-800-304-8696**

Ask for the group rate:  
“Agile2011” to receive your discount.

Hotel check in is at 3:00 p.m.  
and check out is at 12:00 noon.

Contact a Guest: 1-801-258-6000  
Guest Fax Number: 1-801-258-6911

To preserve the pristine condition of its resort, smoking is prohibited in all guest rooms, restaurants, lounges, meeting rooms and interior public spaces.



## AIR TRAVEL DISCOUNT AND INFORMATION

The Agile Alliance would like to make traveling to the Agile2011 Conference as flawless as possible. We have contacted various suppliers to assist you in all your travel needs.

**International travelers:** If you are not a US resident, you must have a valid passport to enter the US.

### Delta/KLM Conference Discount

The Salt Lake City International Airport (SLC) is the closest airport to the Grand America Hotel and just a 10-minute drive away. For more information, please go to <http://www.slcairport.com/>

#### **Delta Airlines is the official airline of the Agile2011 Conference**

Purchase your ticket with Delta Airlines and receive the following discount off your flight.

**Call the Delta Reservation Line - 1-800-328-1111 and reference booking code: NG3Q3**

- Discounts apply to roundtrip travel only.
- Discounts are applicable to base fares greater than \$120USD/CAD each way. Round trip travel is required.
- Discounts applicable to U.S./ Canada originating passengers.

*Contract not valid with other discounts, certificates, coupons or promotional offers. Not all fares are eligible for use with this contract (see above for minimum requirement for one way published base fare). Fare rules will determine eligibility.*

#### **Flight Operation / Fare Type / Discount Markets**

- Delta, KLM Full / Non Restricted / 5% Hub
  - Delta, KLM Discounted / Restricted / 2% Hub
- Hub Markets include travel to/from ATL/CVG/DTW/MEM/MSP/SLC.
- Delta, KLM Full / Non Restricted / 7% Non-Hub
  - Delta, KLM Discounted / Restricted / 5% Non-Hub

## AIRPORT TRANSFER / GROUND TRANSPORTATION

### **Shuttle Service to the Grand America**

Shuttle service provides round trip and one-way airport transfers between Salt Lake City International Airport and the Grand America. Shuttles can be found at the Ground Transportation Desk located in the baggage claim area of both terminals. Reservations are required and must be made at least 24 hours in advance or upon arrival. For either service, please call or visit their web site for rates and additional information.

Express Shuttle	801-596-1600	<a href="http://www.expressshuttleutah.com">www.expressshuttleutah.com</a>
Canyon Transportation	800-255-1841	<a href="http://www.canyontransport.com">www.canyontransport.com</a>
Park City Transportation	800-637-3803	<a href="http://www.parkcitytransportation.com">www.parkcitytransportation.com</a>

### **Taxi Service**

Taxi service from the Salt Lake City International Airport to the Grand America is approximately \$20, not including gratuity. Taxis can be found outside of the baggage claim area of each terminal or throughout the city.

### **Private Transportation Service**

Private car service includes town cars, limousines, SUVs and 15-passenger vans. Private companies provide round trip or one-way transfers, meet and greet service, or curbside pick-up.

If you would like to reserve a vehicle, please contact the Grand America concierge 801-258-6703 or by e-mail at [gaconcierge@grandamerica.com](mailto:gaconcierge@grandamerica.com).

### **Salt Lake City Rental Car Agencies**

If you would like to rent a vehicle during your stay you can reserve one through the Grand America concierge or through our reservation department. The Grand America is within a few blocks of Budget, Enterprise, and Hertz rental car agencies.

### **Driving Directions to Grand America**

If you are renting a car or driving to the Hotel, Click here <http://www.grandamerica.com/contact-us/directions>

## **GENERAL INFORMATION**

### **Activities and Sightseeing in Salt Lake City, Utah**

The Agile2011 Conference is taking place in Salt Lake City, Utah! One thing you'll never do in Salt Lake is run out of things to do. Take some time to see the sights in and around the beautiful city and state. For more information on Salt Lake City – Please visit [www.visitsaltlake.com](http://www.visitsaltlake.com)

### **Local Info**

Taxes – Applicable Tax in Salt Lake City is made up of State Tax & Sales Tax. The sales tax rate on goods and services is 6.6% and the state tax is 4.75%.

August Weather - Summer in Utah is warm and dry. Average temperatures in August of 75.6 F / 24.2 C.

Timezone - Utah is in the Mountain Time Zone and uses Daylight Savings Time.

Local Area Codes for Salt Lake City are 801, 385 and 435.

Emergencies - The emergency number for all health, safety and crime emergencies is 911. Dial 411 for an operator to aid with locating a number.