Agile Estimating and Planning

Mike Cohn

Forewords by Jim Highsmith, Agile Practice Director, Cutter Consortium, and Gabrielle Benefield, Director, Agile Product Development, Yahoo!

Praise for *Agile Estimating and Planning*

"Traditional, deterministic approaches to planning and estimating simply don't cut it on the slippery slopes of today's dynamic, change-driven projects. Mike Cohn's breakthrough book gives us not only the philosophy, but also the guidelines and a proven set of tools that we need to succeed in planning, estimating, and scheduling projects with a high uncertainty factor. At the same time, the author never loses sight of the need to deliver business value to the customer each step of the way."

—Doug DeCarlo, author of *eXtreme Project Management: Using Leadership, Principles and Tools to Deliver Value in the Face of Volatility* (Jossey-Bass, 2004)

"We know how to build predictive plans and manage them. But building plans that only estimate the future and then embrace change, challenge most of our training and skills. In *Agile Estimating and Planning*, Mike Cohn once again fills a hole in the Agile practices, this time by showing us a workable approach to Agile estimating and planning. Mike delves into the nooks and crannies of the subject and anticipates many of the questions and nuances of this topic. Students of Agile processes will recognize that this book is truly about agility, bridging many of the practices between Scrum and ExtremeProgramming."

—Ken Schwaber, Scrum evangelist, Agile Alliance cofounder, and signatory to the Agile Manifesto

"In *Agile Estimating and Planning*, Mike Cohn has, for the first time, brought together most everything that the Agile community has learned about the subject. The book is clear, well organized, and a pleasant and valuable read. It goes into all the necessary detail, and at the same time keeps the reader's burden low. We can dig in as deeply as we need to, without too much detail before we need it. The book really brings together everything we have learned about Agile estimation and planning over the past decade. It will serve its readers well."

—Ron Jeffries, www.XProgramming.com, author of *Extreme Programming Installed* (Addison-Wesley, 2001) and *Extreme Programming Adventures in C#* (Microsoft Press, 2004)

"*Agile Estimating and Planning* provides a view of planning that's balanced between theory and practice, and it is supported by enough concrete experiences to lend it credibility. I particularly like the quote 'planning is a quest for value.' It points to a new, more positive attitude toward planning that goes beyond the 'necessary evil' view that I sometimes hold."

—Kent Beck, author of *Extreme Programming Explained, Second Edition* (Addison-Wesley, 2005)

"Up-front planning is still the most critical part of software development. Agile software development requires Agile planning techniques. This book shows you how to employ Agile planning in a succinct, practical, and easy-to-follow manner."

—Adam Rogers, Ultimate Software

"We are true believers in the Agile methods described in this book, and have experienced a substantially positive impact from their implementation and continued use. I would highly recommend this book to anyone interested in making their software development more practical and effective."

—Mark M. Gutrich, President and CEO, Fast 401k, Inc.

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<u>Table of Contents</u>

Pearson

Table of Contents

Pearson

Table of Contents

Table of Contents

Pearson

Table of Contents

Table of Contents

Table of Contents