## **Table of Contents**

Keynote Papers	
What They Dont Teach You about Software at School: Be Smart!	1
Beyond Budgeting in a Lean and Agile World	5
Research Papers	
Testing in Agile Software Development	
Developing a Test Automation Framework for Agile Development and Testing	8
Long-Term Effects of Test-Driven Development: A Case Study	13
Communicating Domain Knowledge in Executable Acceptance Test  Driven Development	23
An Empirical Study on the TDD Conformance of Novice and Expert Pair Programmers	33
Teams and Organizations	
An Exploratory Study of Developers' Toolbox in an Agile Team	43
Balancing Individual and Collaborative Work in Agile Teams	53
Organizational Enablers for Agile Adoption: Learning from GameDevCo	63
Migrating Defect Management from Waterfall to Agile Software Development in a Large-Scale Multi-site Organization: A Case Study	73



## **Empirical Studies and Education**

Studies in the Pursuit of the Social-Psychological Effect of Agile Practices	83
A Survey of Perceptions on Knowledge Management Schools in Agile and Traditional Software Development Environments	94
Empowering Students and the Community through Agile Software  Development Service-Learning	104
Putting Agile Teamwork to the Test – An Preliminary Instrument for Empirically Assessing and Improving Agile Software Development Nils Brede Moe, Torgeir Dingsøyr, and Emil A. Røyrvik	114
Short Papers	
Standards and Lessons-Learned	
Agile Software Development and CMMI: What We Do Not Know about Dancing with Elephants	124
Is ISO/IEC 15504 Applicable to Agile Methods?	130
Lesson Learnt from an Agile Implementation Project	136
A Study of Risk Management in DSDM	142
A Storytest-Driven Approach to the Migration of Legacy Systems Fabio Abbattista, Alessandro Bianchi, and Filippo Lanubile	149
XP Practices: A Successful Tool for Increasing and Transferring Practical Knowledge in Short-Life Software Development Projects  Gabriel Tellez-Morales	155
Customer Communication and User Involvement	
Distributed Agile Development: A Case Study of Customer Communication Challenges	161

Table of Contents	VIII
Customer and User Involvement in Agile Software Development  Karlheinz Kautz	168
Integration of Extreme Programming and User-Centered Design:  Lessons Learned	174
Optimizing Agile Processes by Early Identification of Hidden Requirements	180
Negotiating Contracts for Agile Projects: A Practical Perspective  Rashina Hoda, James Noble, and Stuart Marshall	186
Workshops and Tutorials	
The Lego Lean Game  Danilo Sato and Francisco Trindade	192
Agile Process Smells and Root Cause Analysis	194
Agile in Large-Scale Development Workshop: Coaching, Transitioning and Practicing  Thomas Nilsson and Andreas Larsson	196
What Does an Agile Coach Do?	198
Workshop - Mechanics of Good - Creating Well Functioning Distributed Teams	200
Test-Driven User Interfaces	202
The New New NEW! Product Development Game	204
Positioning Agility	206
Scrum Board Game	209
XP2009 Workshop: Climbing the Dreyfus Ladder of Agile Practices Patrick Kua	211

Software "Best" Practices: Agile Deconstructed	213
XP Workshop on Agile Product Line Engineering	215
Test Driven Development: Performing Art  Emily Bache	217
Business Value Game	219
Where Agile Research Meets Industry Needs: Starting from a 10-Year Retrospective	221
Continuous Integration – How Do You Know That Your Application Still Works?	224
Executable Requirements in Practice	226
Product Owners Jamboree	. 228
Explaining the Obvious – How Do You Teach Agile?	230
Architecture-Centric Methods and Agile Approaches	232
3 <sup>rd</sup> International Workshop on Designing Empirical Studies: Assessing the Effectiveness of Agile Methods (IWDES 2009)	234
Telling Your Stories: Why Stories Are Important for Your Team  Johanna Hunt and Diana Larsen	236
Elements of an Art - Agile Coaching  Erik Lundh	238
Posters	
A Survey on Industrial Software Engineering	240

Table of Contents	XV
Modeling Spontaneous Pair Programming When New Developers Join a Team	242
Summary Reporting for a Linked Interaction Design-Scrum Approach: How Much Modeling Is Useful?	245
Software Product Line Engineering Approach for Enhancing Agile Methodologies	247
FLEXI Project Management Survey	249
Demonstrations	
Documentation by Example	251
Alaska Simulator - A Journey to Planning  Barbara Weber, Jakob Pinggera, Stefan Zugal, and Werner Wild	253
Using Metric Visualization and Sharing Tool to Drive Agile-Related Practices	255
ActiveStory Enhanced: Low-Fidelity Prototyping and Wizard of Oz Usability Testing Tool	257
FitClipse: A Tool for Executable Acceptance Test Driven  Development	259
Using Digital Tabletops to Support Distributed Agile Planning Meetings	261
Additional Material: Panels	
The Future of Lean in an Agile World	263

## XVI Table of Contents

What Skills Do We Really Need in Agile Software Development? –	
Discussion of Industrial Impacts and Challenges	267
Minna Pikkarainen, Kieran Conboy, Daniel Karlstöm,	
Jari Still, and Joshua Kerievsky	
Perspectives on Agile Coaching	271
Steven Fraser, Erik Lundh, Rachel Davies, Jutta Eckstein,	
Diana Larsen, and Kati Vilkki	
Author Index	277