To Reviewers 1

Preface 3

Why Plan? 13

Why We Should Plan 14
What we need in plannin g16
The Planning Trap 17
Rufus 19

Rufus and Rupert 19

Rupert 32

Fear 43

Unacknowledged fear is the source of all engineering failure. 44

The Customer Bill of Rights. 45

Programmer Bill of Rights 45

Driving Softwar e47

The Problem 51

Balancing Power 53

Top Down Overview 57

Bottom Up Overvie w61

Balloon Story 63

Too Much to Do 63

Not "Not Enough Time" 64 Cost 67

Four Variables 67

Quality 69
Time and Scop e70

Shopping For Stories 71

Yesterday's Weather 73

The Story 74
How it works 74

Scoping a Project 75

Making the Big Plan 77

Release Planning 79

Who does Release Plannin g 81

How Stable is the Release Plan? 81

How Far in Advance Do You Plan? 81

How do you Keep the Release Plan ?82

How much can you put into a releas e?82

Release Planning Chapters 83

Short Releases 85

Release Planning Variations 85

Long Releases 86 Small Stories 86 86

Writing Stories 87

Principles of Good Stories 88
Feedback from Estimation 90
Prioritizing User Stories 90
Sizing User Stories 91
Testability 91
Splitting user stories 92
User Story Adornments 93
The story writing proces s93
When are you done writing user stories? 94
Disposition of user storie s94

Examples of Stories 97

Estimation 99

Estimating the Size of a Story 100
Estimating How Much You can do in an Iteration 101
The Meaning of Ideal Ti me102
Improving your Estimate s 104

Ordering the Stories 105

Business Value 106
Technical Risk 108
Worst Things First 108
Performance 109
Negotiating between the two 110
Example Release Plan 111
Measuring Velocity 115

Release Planning Events 115

Changing the Priorities of Stories 116
Adding a story 116
Rebuild the Release Plan 116
Making the First Plan 119

The First Plan 119

Choosing your Iteration Length 120

Iteration Planning 123

Never slip the Date 124

Iteration Planning Meeting 127

Technical Tasks 128

Measuring the velocity of a develope r129

Signing up and estimating Task s 129

Scut Work 131

Too much to d o131

Too Little To Do 132

Example Iteration Plan 133

Iteration Progress Check 135

Tracking an Iteration 135

When a Programmer finds they aren't going to make it 136

When a Programmer has Extra Time 137

Finding you have Too Much to D o 138

Example Iteration Tracking 141

Stand up Meetin g 145

End Game 147

Deployment 148

Documentation 148

Recovery 151

Principles 152
Recovering an Iteration 154
Recovering a Release 155

Visible Graphs 157

Choosing Which Graphs to Show 158

Functional Tests Defined and Passing 158

Production Code Bulk, vs. Test Code Bulk 159

Successful Builds 161

Relative Bug Density 162

Story Progress 163

System Performance 163

How to use the Graph s164

Your Graphs 164

Dealing with Bugs 165

Dealing with bug reports on deployed softwa re167

Production Support Team 167

Dealing with critical bugs 168

The Customer 169

Finding a Customer 170
Guiding the Customer 170

The Seed 173

Ready To Commit 175

What about research? 176 Coming 179 Going 179

......

Changes to the Team 179

Splitting the team 180 People growing 180

Tools 181

Fixed scope isn't fixed 183

Outsourced XP 183

Negotiable Scope Contracts 184 Customer 187

In House Development 187

Contracts 188

Shrink Wrap 189

Missing estimates 191

Red Flags 191

Customers won't make decisions 192
Defect reports 193
Not going end to end 193
Failing daily build s 193
Customer won't finish 194

Your Own Process 195

Bibliography 197