Lean & Agile Project Management

for Large Distributed Virtual Teams

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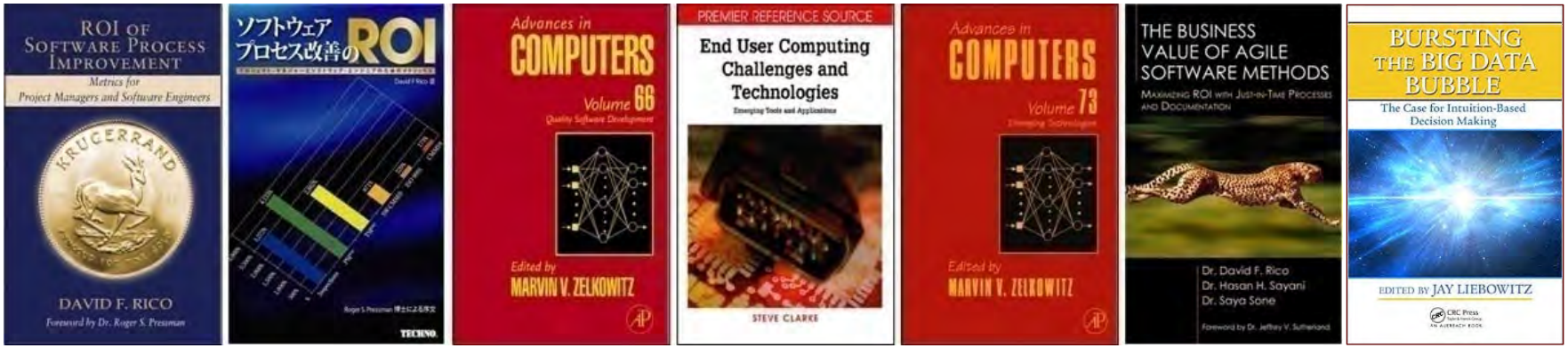
Agile Capabilities: http://davidfrico.com/rico-capability-agile.pdf
Agile Resources: http://www.davidfrico.com/daves-agile-resources.htm
Agile Cheat Sheet: http://davidfrico.com/key-agile-theories-ideas-and-principles.pdf
Dave's NEW Business Agility Video: https://www.youtube.com/watch?v=-wTXqN-OBzA
Dave's NEWER Development Operations Security Video: https://vimeo.com/214895416
DoD Fighter Jets vs. Amazon Web Services: http://davidfrico.com/dod-agile-principles.pdf

Author Background

- Gov't contractor with 34+ years of IT experience
- B.S. Comp. Sci., M.S. Soft. Eng., & D.M. Info. Sys.
- Large gov't projects in U.S., Far/Mid-East, & Europe



→ *Career systems & software engineering methodologist*
→ *Lean-Agile, Six Sigma, CMMI, ISO 9001, DoD 5000*
→ *NASA, USAF, Navy, Army, DISA, & DARPA projects*
→ *Published seven books & numerous journal articles*
→ *Intn'l keynote speaker, 195+ talks to 14,300 people*
→ *Specializes in metrics, models, & cost engineering*
→ *Cloud Computing, SOA, Web Services, FOSS, etc.*
→ *Adjunct at 7 Washington, DC-area universities*

Agenda

- **Intro to Agile Project Mgt.**

Intro to Agile Virtual Teams

Types of Agile Virtual Teams

Practices of Agile Virtual Teams

Examples of Agile Virtual Teams

Metrics for Agile Virtual Teams

Summary of Agile Virtual Teams

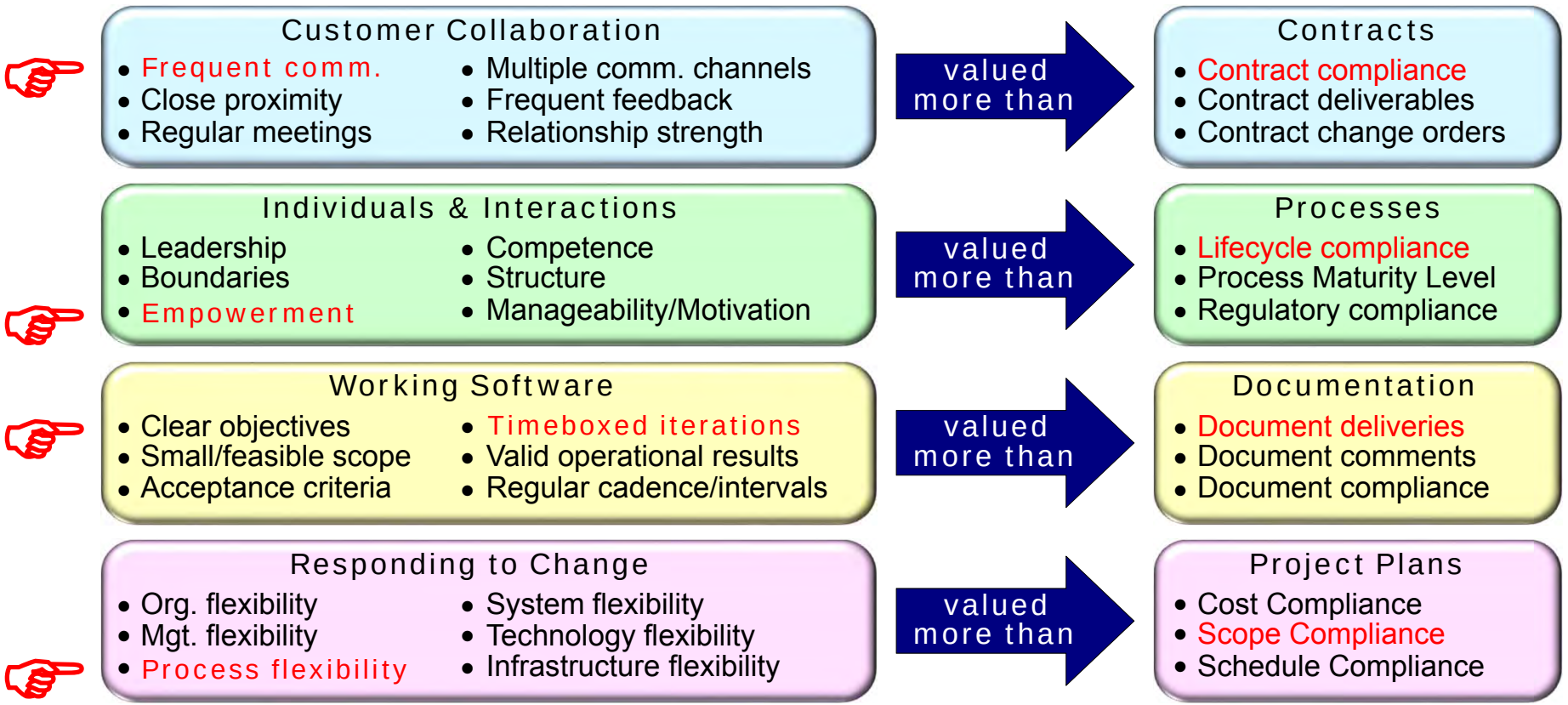
What is Agility?

- A-gil-i-ty (ə-'ji-lə-tē) Property consisting of quickness, lightness, and ease of movement; To be very nimble
  - *The ability to create and* **respond to change** *in order to profit in a turbulent global business environment*
  - *The ability to* **quickly reprioritize** *use of resources when requirements, technology, and knowledge shift*
  - *A very* **fast response** *to sudden market changes and emerging threats by intensive* **customer interaction**
  - *Use of* **evolutionary**, **incremental**, *and* **iterative** *delivery to converge on an optimal customer solution*
  - *Maximizing* **BUSINESS VALUE** *with right sized, just-enough, and just-in-time processes and documentation*

Highsmith, J. A. (2002). *Agile software development ecosystems*. Boston, MA: Addison-Wesley.

What are Agile Methods?

- People-centric way to create innovative solutions
- Product-centric alternative to documents/process
- Market-centric model to maximize business value



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How Do Lean & Agile Intersect?

- Agile is naturally lean and based on small batches
- Agile directly supports six principles of lean thinking
- Agile may be converted to a continuous flow system

Agile Values	Lean Pillars	Lean Principles	Lean & Agile Practices	Flow Principles
Empowered Teams	Respect for People	**Relationships**	• Customer relationships, satisfaction, trust, and loyalty • Team authority, empowerment, and resources • Team identification, cohesion, and communication	**Decentralization**
Customer Collaboration		**Customer Value**	• Product vision, mission, needs, and capabilities • Product scope, constraints, and business value • Product objectives, specifications, and performance	**Economic View**
		Value Stream	• As is policies, processes, procedures, and instructions • To be business processes, flowcharts, and swim lanes • Initial workflow analysis, metrication, and optimization	**WIP Constraints & Kanban**
Iterative Delivery	Continuous Improvement	**Continuous Flow**	• Batch size, work in process, and artifact size constraints • Cadence, queue size, buffers, slack, and bottlenecks • Workflow, test, integration, and deployment automation	**Control Cadence & Small Batches**
		Customer Pull	• Roadmaps, releases, iterations, and product priorities • Epics, themes, feature sets, features, and user stories • Product demonstrations, feedback, and new backlogs	**Fast Feedback**
Responding to Change		**Perfection**	• Refactor, test driven design, and continuous integration • Standups, retrospectives, and process improvements • Organization, project, and process adaptability/flexibility	**Manage Queues/ Exploit Variability**

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Highsmith, J. A. (2002). *Agile software development ecosystems*. Boston, MA: Addison-Wesley.
Larman, C., & Vodde, B. (2008). *Scaling lean and agile development*: *Thinking and organizational tools for large-scale scrum*. Boston, MA: Addison-Wesley.
Womack, J. P., & Jones, D. T. (1996). *Lean thinking*: *Banish waste and create wealth in your corporation*. New York, NY: Free Press.
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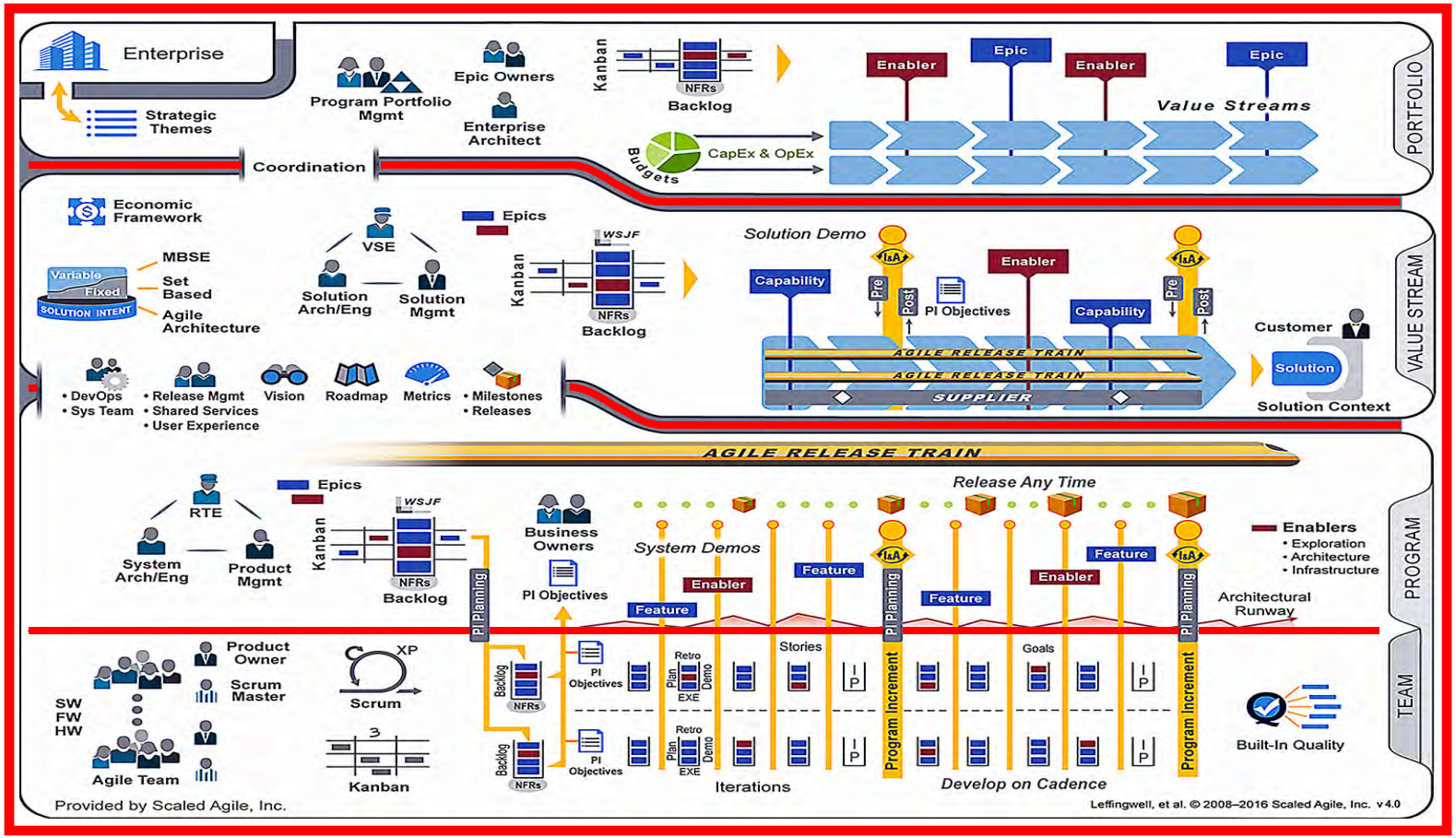
Agile Enterprise Delivery Model

- Begins with a high-level product vision/architecture
- Continues with needs development/release planning
- Includes agile delivery teams to realize business value



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When to use Lean/Agile Proj. Mgt.

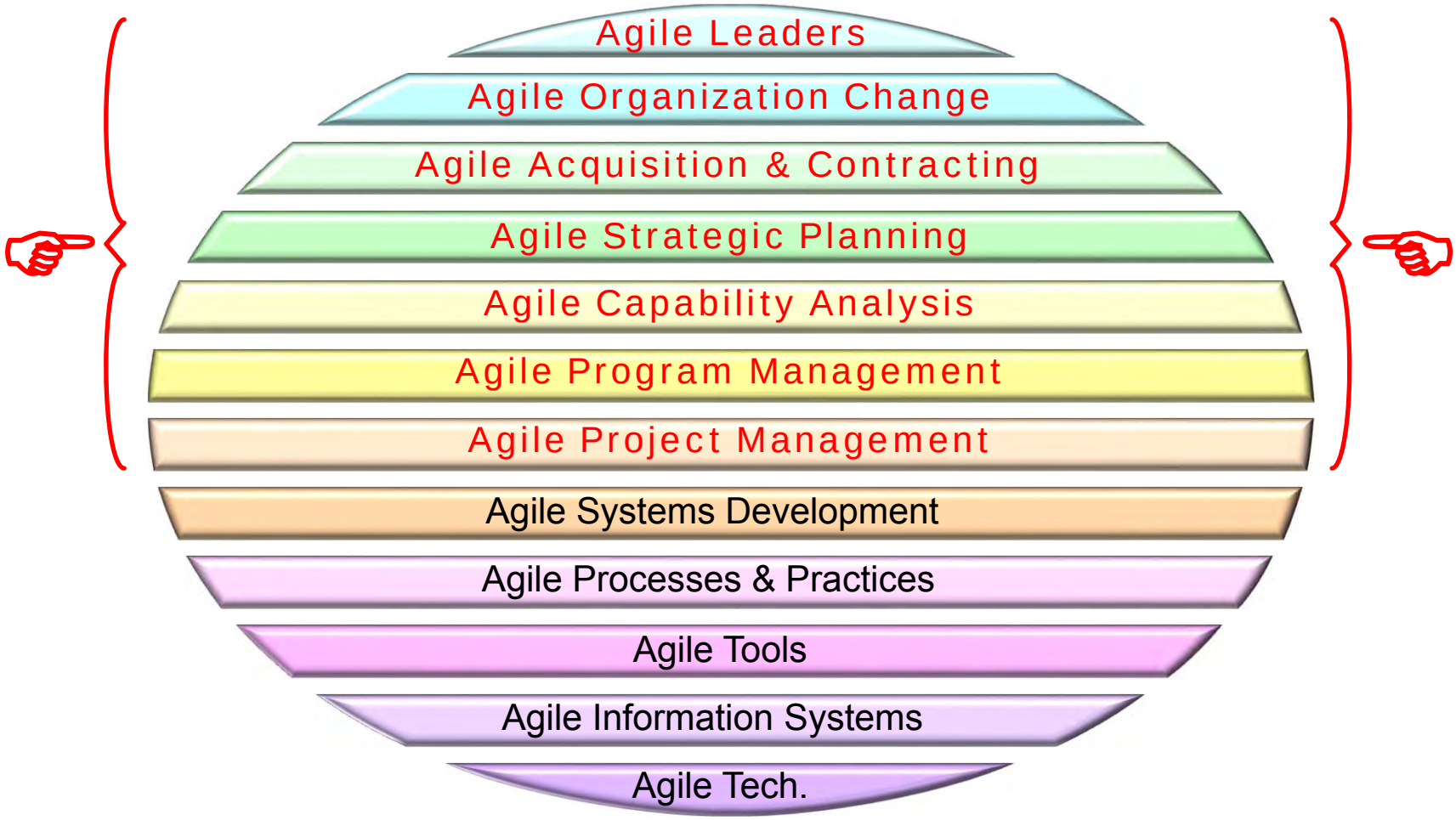
- Exploratory or research/development projects
- When fast customer responsiveness is paramount
- In organizations that are highly innovative/creative

Traditional Project Management	Agile Project Management
• Predictable situations	• High levels of uncertainty and unpredictability
• Low technology projects	• High technology projects
• Stable, slow moving industries	• Fast paced, highly competitive industries
• Low levels of technological change	• Rapid pace of technological change
• Repeatable operations	• Research oriented, discovery projects
• Low rates of changing project performance	• Large fluctuations in project performance
• Long term, fixed price production contracts	• Shorter term, performance based RDT&E contracts
• Achieving concise economic efficiency goals	• Achieving high impact product/service effectiveness
• Highly administrative contracts	• Highly creative new product development contracts
• Mass production and high volume manufacturing	• Customer intensive, one off product/service solutions
• Highly predictable and stable market conditions	• Highly volatile and unstable market conditions
• Low margin industries such as commodities	• High margin, intellectually intensive industries
• Delivering value at the point of plan	• Delivering value at the point of sale

Pine, B. J. (1993). *Mass customization*: *The new frontier in business competition*. Boston, MA: Harvard Business School Press.

Agile World View

- "Agility" has many dimensions other than IT
- It ranges from leadership to technological agility
- The focus of this brief is program management agility



Agenda

Intro Agile Project Mgt.

☞ **Intro to Agile Virtual Teams**

Types of Agile Virtual Teams

Practices of Agile Virtual Teams

Examples of Agile Virtual Teams

Metrics for Agile Virtual Teams

Summary of Agile Virtual Teams

What are Virtual Teams?

- Virtual teams are often non-collocated project teams
- Often communicate using asynchronous technology
- Geographically and sometimes nationally dispersed

Traditional vs Virtual	Zigurs 2003	Curseu 2008	Schlenkrich 2009	Ahuja 2010
Collocated vs distributed	✓	✓	✓	✓
F2F vs electronic collaboration	✓	✓	✓	✓
Different vs similar goals		✓	✓	
Similar vs different hours			✓	✓
Similar vs diverse culture			✓	✓
Same vs different organization			✓	
Specialized vs cross functional			✓	
Single vs multiple teams			✓	✓
Static vs shifting teams			✓	✓
Office bldg vs telecommuting				✓

Zigurs, I. (2003). Leadership in virtual teams: Oxymoron or opportunity? *Organizational Dynamics, 31*(4), 339-351.
Curseu, P. L., Schalk, R., & Wessel, I. (2008). How to virtual teams process information? *Journal of Managerial Psychology, 23*(6), 628-652.
Schlenkrich, L., & Upfold, C. (2009). A guideline for virtual team managers. *Electronic Journal of Information Systems Evaluation, 12*(1), 109-118.
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Why Use Virtual Teams?

- Oft cited benefit of virtual teams is reduced expenses
- Access to global talent pool is probably best reason
- Other advantages such as cycle time are oft cited

Advantage of Virtual Teams	Bergiel 2008	Labrosse 2008	Shachaf 2008	Kuruppuara-chchi 2009	Siebdrat 2009
Reduced operating expenses	✓	✓		✓	✓
Utilize global talent pool	✓	✓	✓	✓	✓
Staffing flexibility		✓		✓	
Improved productivity		✓		✓	
Workforce diversity	✓	✓		✓	✓
Reduced travel expenses	✓	✓		✓	✓
Faster cycle time			✓	✓	✓
Better work life balance				✓	
Reduced environmental footprint		✓			
Improved business advantage	✓	✓		✓	✓

Bergiel, B. J., Bergiel, E. B., & Balsmeier, P. W. (2008). Nature of virtual teams: A summary of their advantages and disadvantages. *Management Research News, 31*(2), 99-110.
LaBrosse, M. (2008). Managing virtual teams. *Employment Relations Today, 35*(2), 81-86.
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What are the Pitfalls?

- Culture and language difference most oft cited pitfalls
- Time zones and communications are frequently cited
- Lack of visioning, context, and requirements are key

Disadvantage of Virtual Teams	A	B	C	D	E	F	G	H	I	J
Cultural differences	✓	✓	✓	✓		✓			✓	✓
Language differences		✓	✓	✓			✓		✓	✓
Time zone		✓	✓	✓		✓			✓	
Coordination breakdown	✓		✓	✓				✓		
Lack of visioning			✓	✓				✓	✓	
Technology issues			✓	✓	✓				✓	
Loss of communication richness	✓	✓	✓							
Loss of team cohesion	✓			✓						✓
Lack of trust			✓	✓		✓				
Lack of F2F communications			✓						✓	✓
Ambiguous requirements				✓		✓		✓		

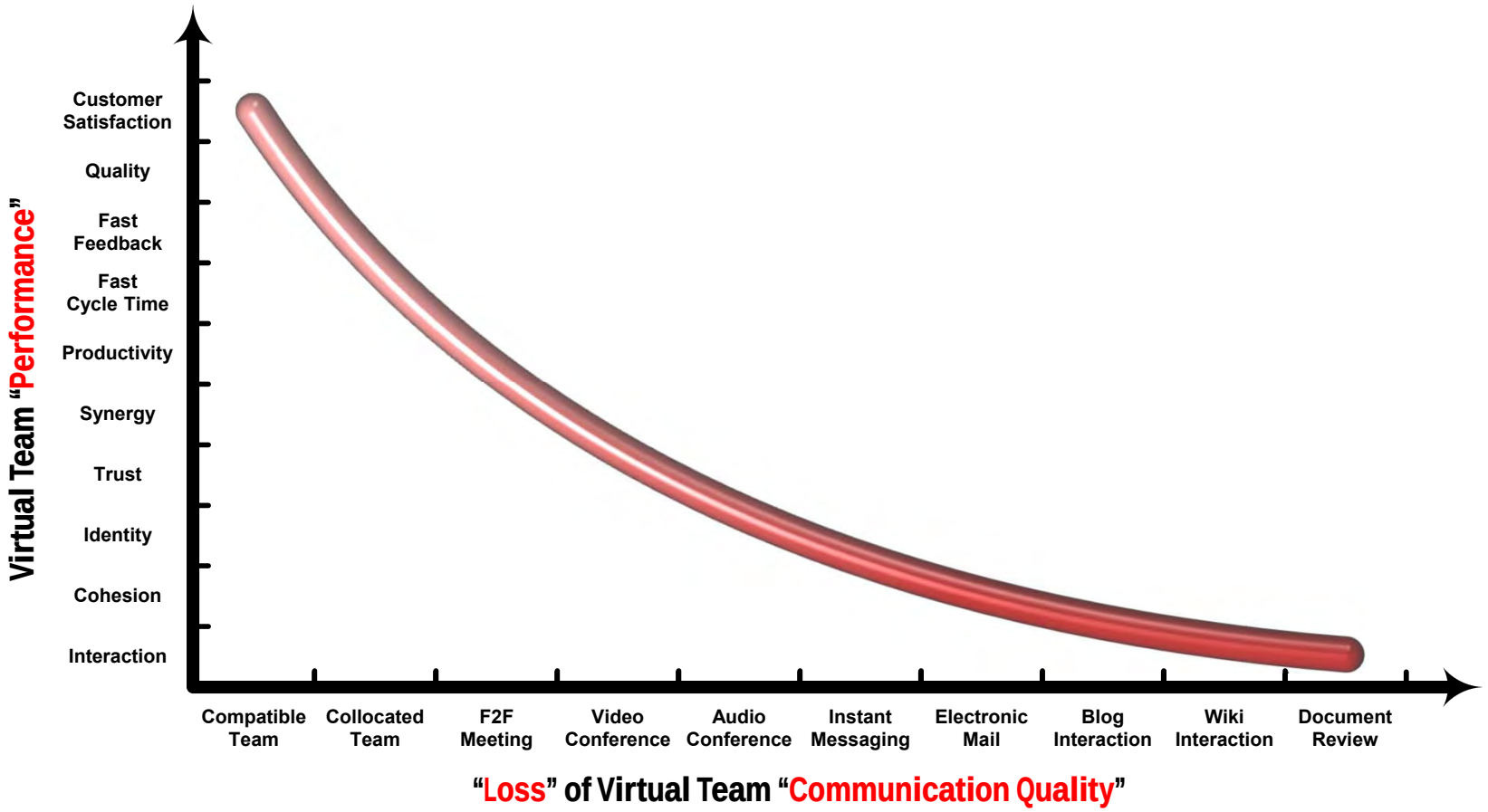
Alves, C. H., et al. (2008). A qualitative risk model for offshoring IT applications. *IEEE SIEDS Conference, Charlottsville, Virginia, USA*, 317-322

Chatfield, A. T., & Wanninayaka, P. (2008). IT offshoring risks and governance capabilities. *41st HICSS Conference, Waikaloa, Hawaii, USA*, 436-444.

Yalaho, A., & Nahar, N. (2008). Risk management in offshore outsourcing of software projects. *PICMET Conference, Cape Town, South Africa*, 1721-1748.

What is the Paradox?

- Collocation & F2F interaction are a means to success
- Virtual teams communicate less undermining success
- Low productivity, quality, customer satisfaction results



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Agenda

Intro to Agile Project Mgt.

Intro to Agile Virtual Teams

☞ **Types of Virtual Teams**

Practices of Agile Virtual Teams

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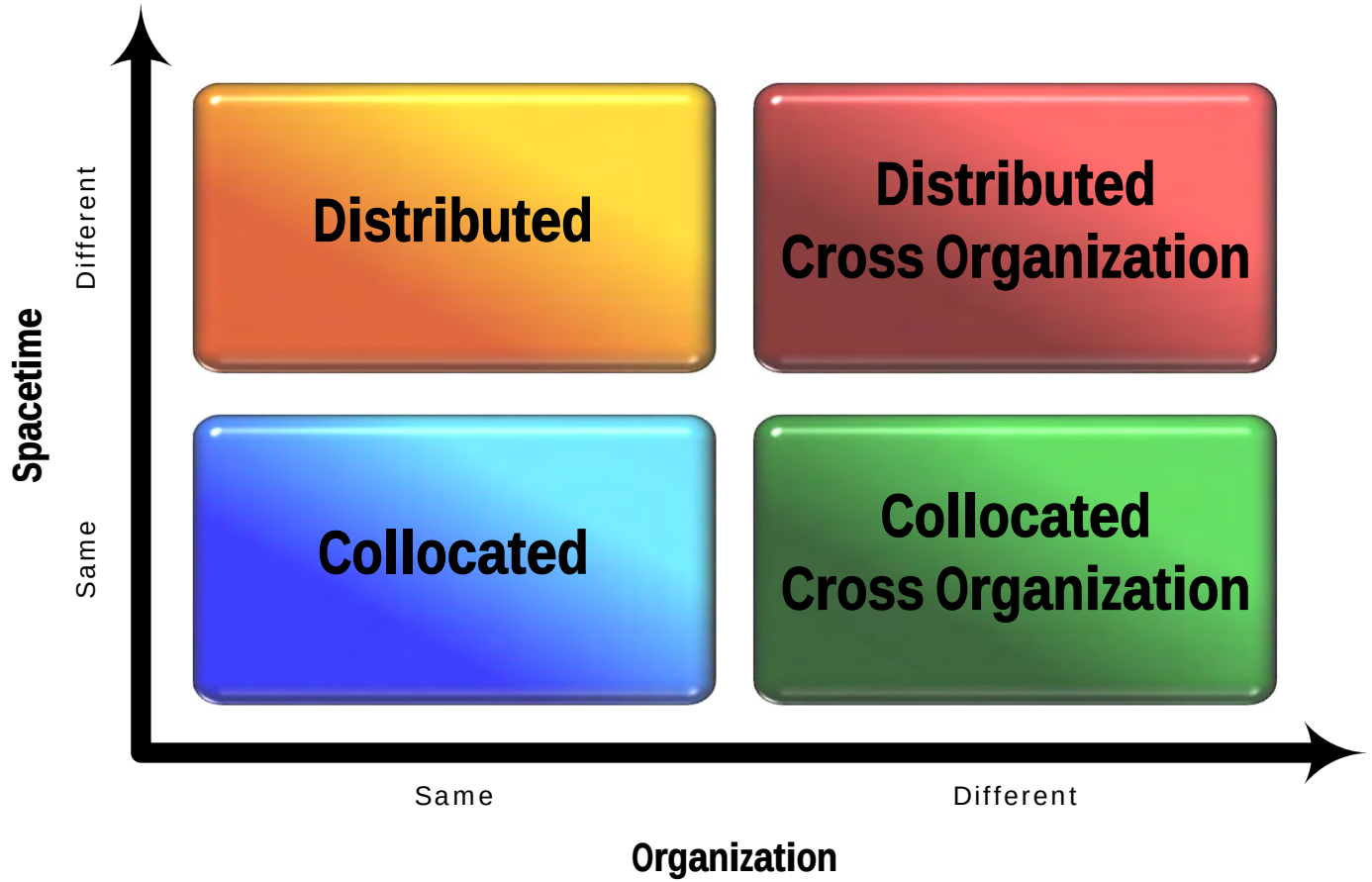
Metrics for Agile Virtual Teams

Summary of Agile Virtual Teams

Basic Varieties of Teams

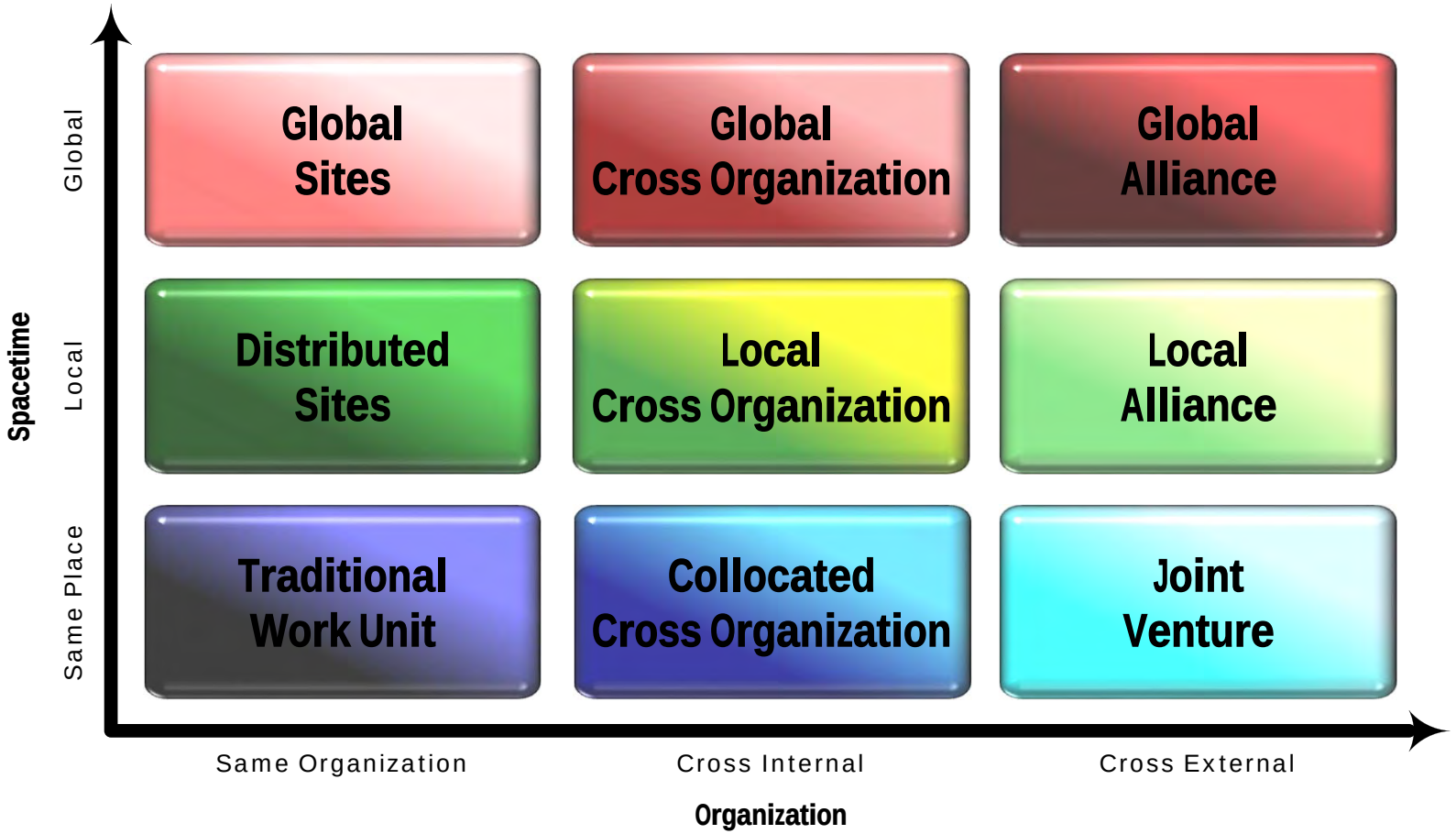
- Lipnack created a model for virtual teams in 1997
- Distribution & organization are its major dimensions
- Distributed, cross organizational teams most complex



Lipnack, J., & Stamps, J. (1997). *Virtual teams*: *Reaching across space, time, and organizations with technology*. New York, NY: John Wiley & Sons.

Varieties of Virtuality

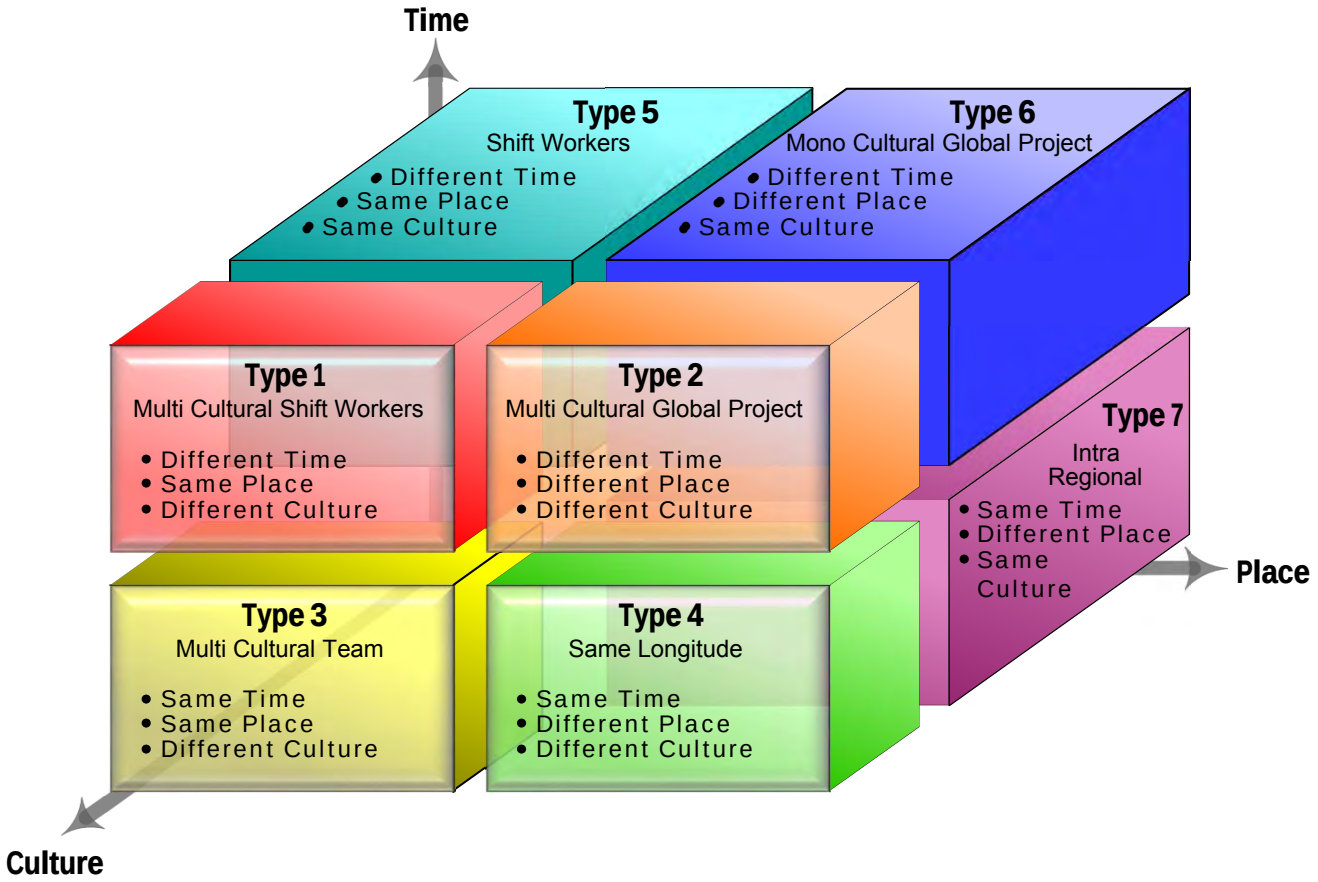
- Lipnack extended her model for virtual teams in 2000
- Included notion of external joint ventures & alliances
- External, global alliances are most complex types



Lipnack, J., & Stamps, J. (2000). *Virtual teams*: *People working across boundaries with technology*. New York, NY: John Wiley & Sons.

More Varieties of Virtuality

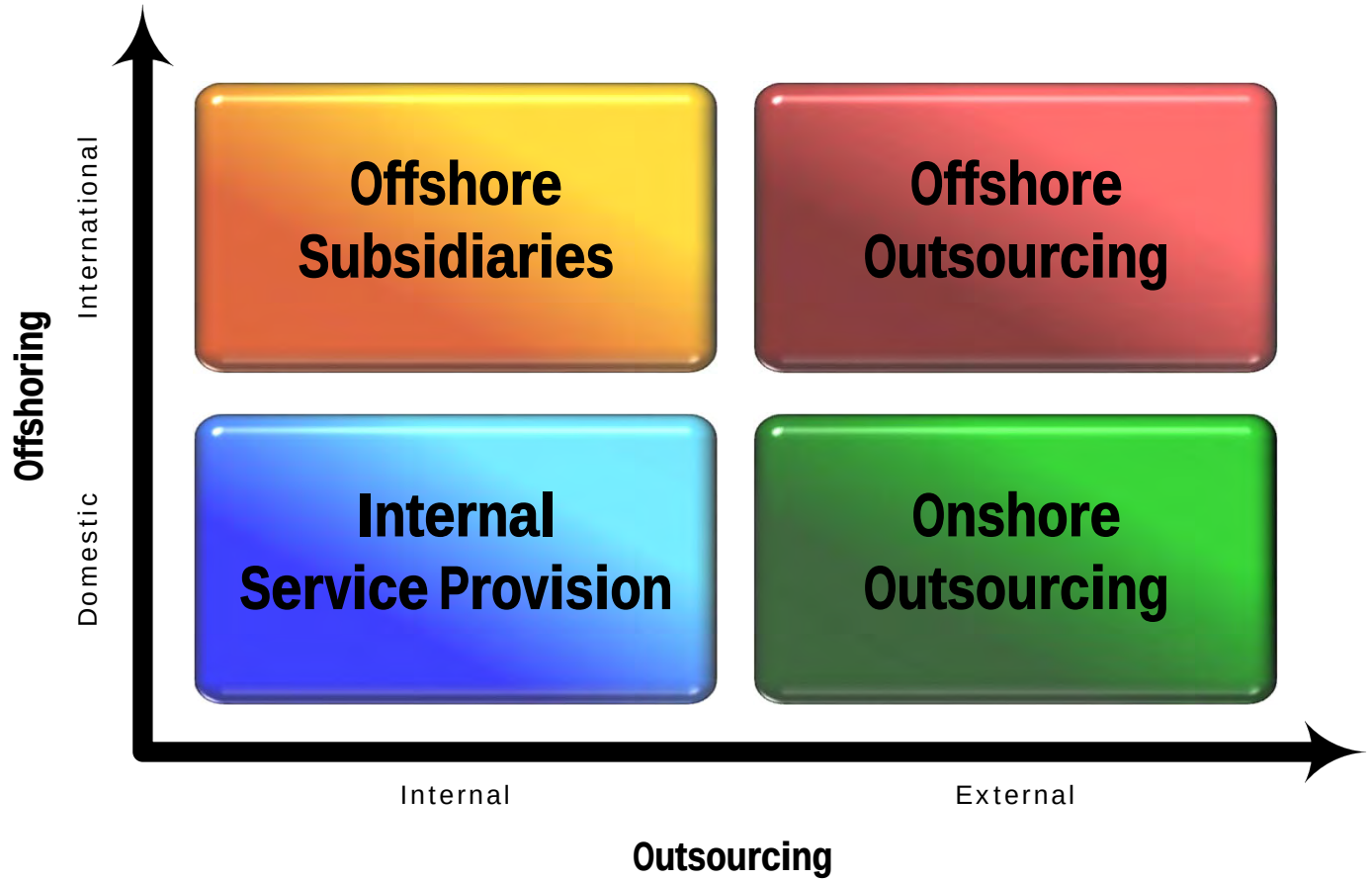
- Fisher developed a three dimensional model in 2001
- Includes the dimensions of time, place, and culture
- Type 2 multi cultural projects are most ambitious



Fisher, K., & Fisher, M. D. (2001). *The distance manager*: *A hands on guide to managing off site employees and virtual teams*. New York, NY: McGraw Hill.

Outsourcing vs. Offshoring

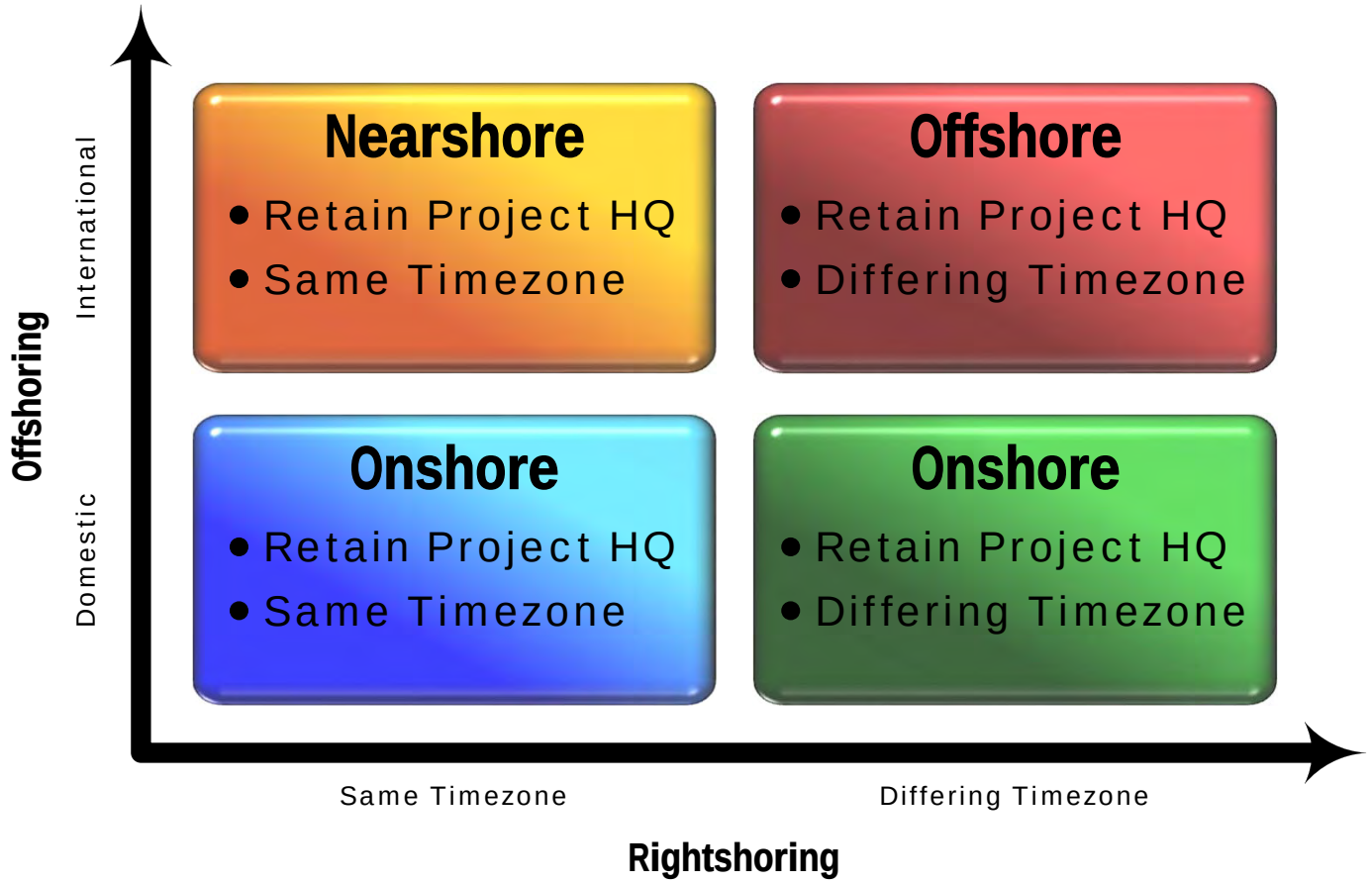
- Schaaf compared outsourcing vs. onshoring in 2004
- His model disambiguates outsourcing vs. onshoring
- Combining outsourcing & offshoring is the riskiest



Schaaf, J. (2004). *Offshoring*: *Globalisation wave reaches services sector*. Frankfurt, Germany: Deutsche Bank Research.

Rightshoring vs. Offshoring

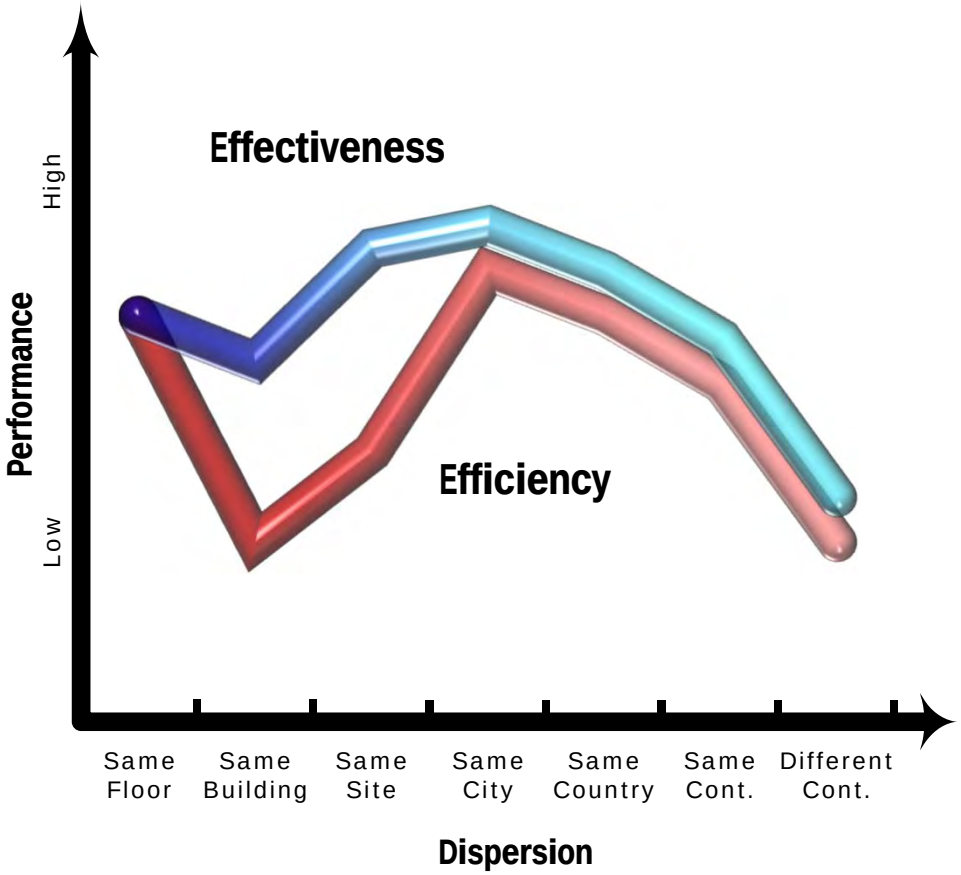
- Hendel introduced the concept of rightshoring in 2004
- There are alternatives to just onshoring vs. offshoring
- A popular notion is to nearshore to similar timezones

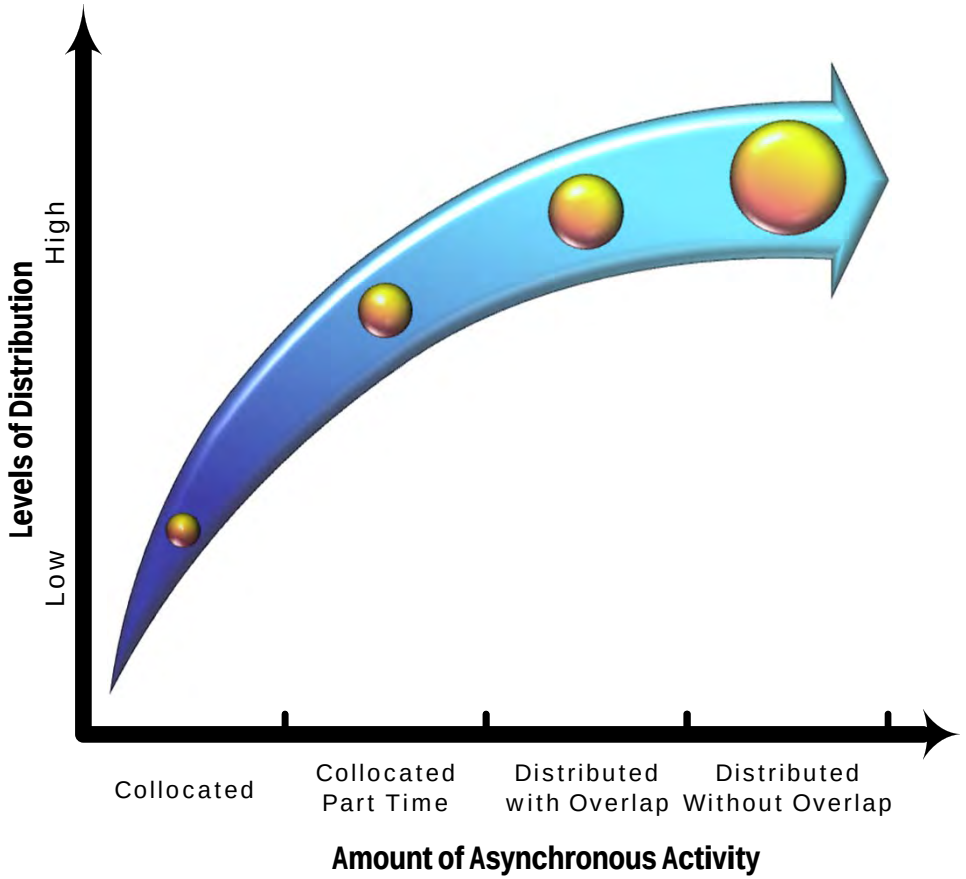


Hendel, A., Messner, W., & Thun, F. (2004). *Rightshore*: *Successfully industrialize SAP projects offshore*. Berlin, Germany: Springer.

Team Dispersion

- Siebdrat simplified types of virtual teams in 2009
- Woodard made basic model of agile teams in 2010
- Both agree hi-synchronicity is necessary to succeed





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Agenda

Intro to Agile Project Mgt.

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☞ **Practices of Agile Virtual Teams**

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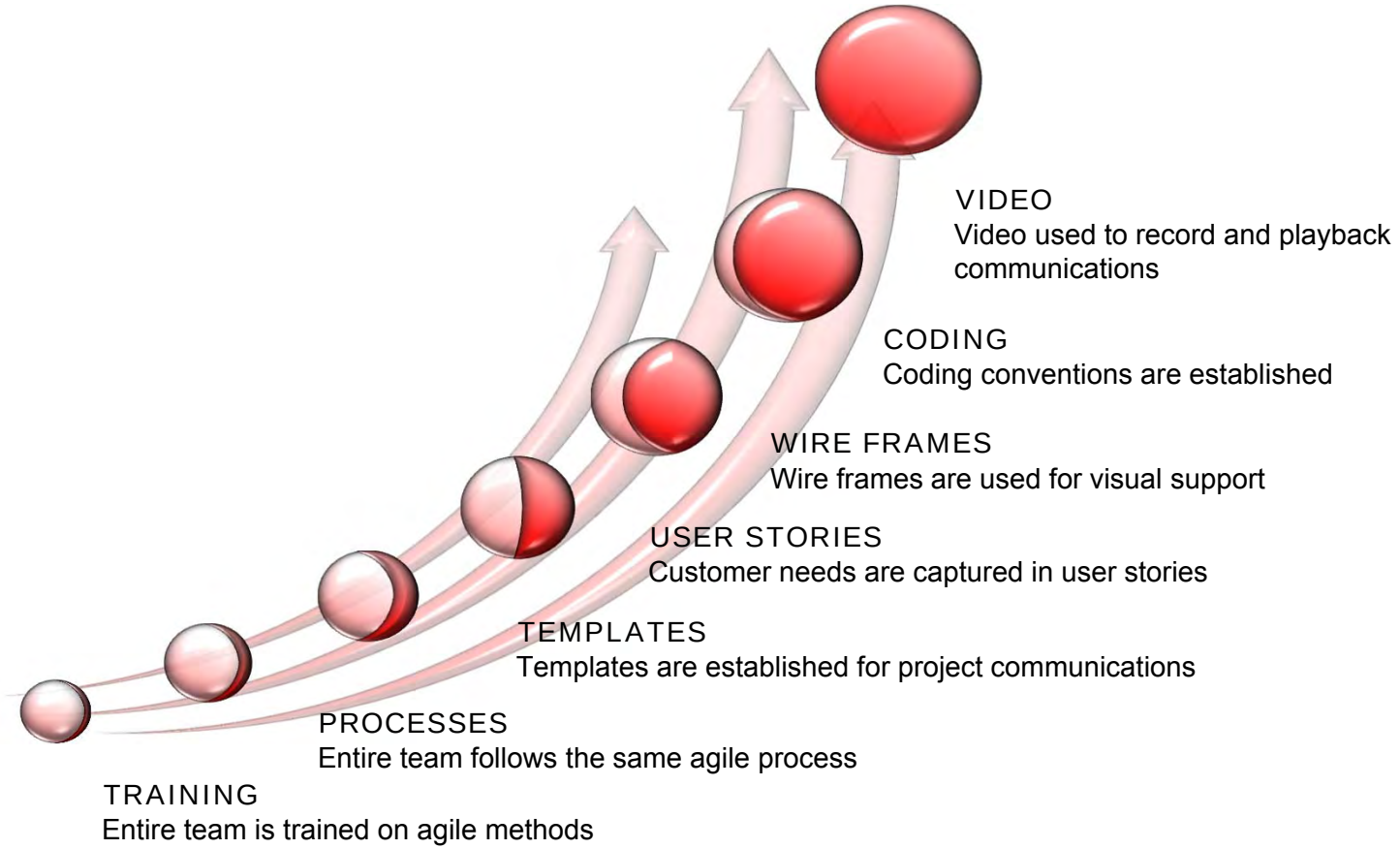
Summary of Agile Virtual Teams

Standard Practices

- Standard practices is an oft cited aid to virtual teams
- Agile methodologies are not known in every country
- Training should be provided and standards created



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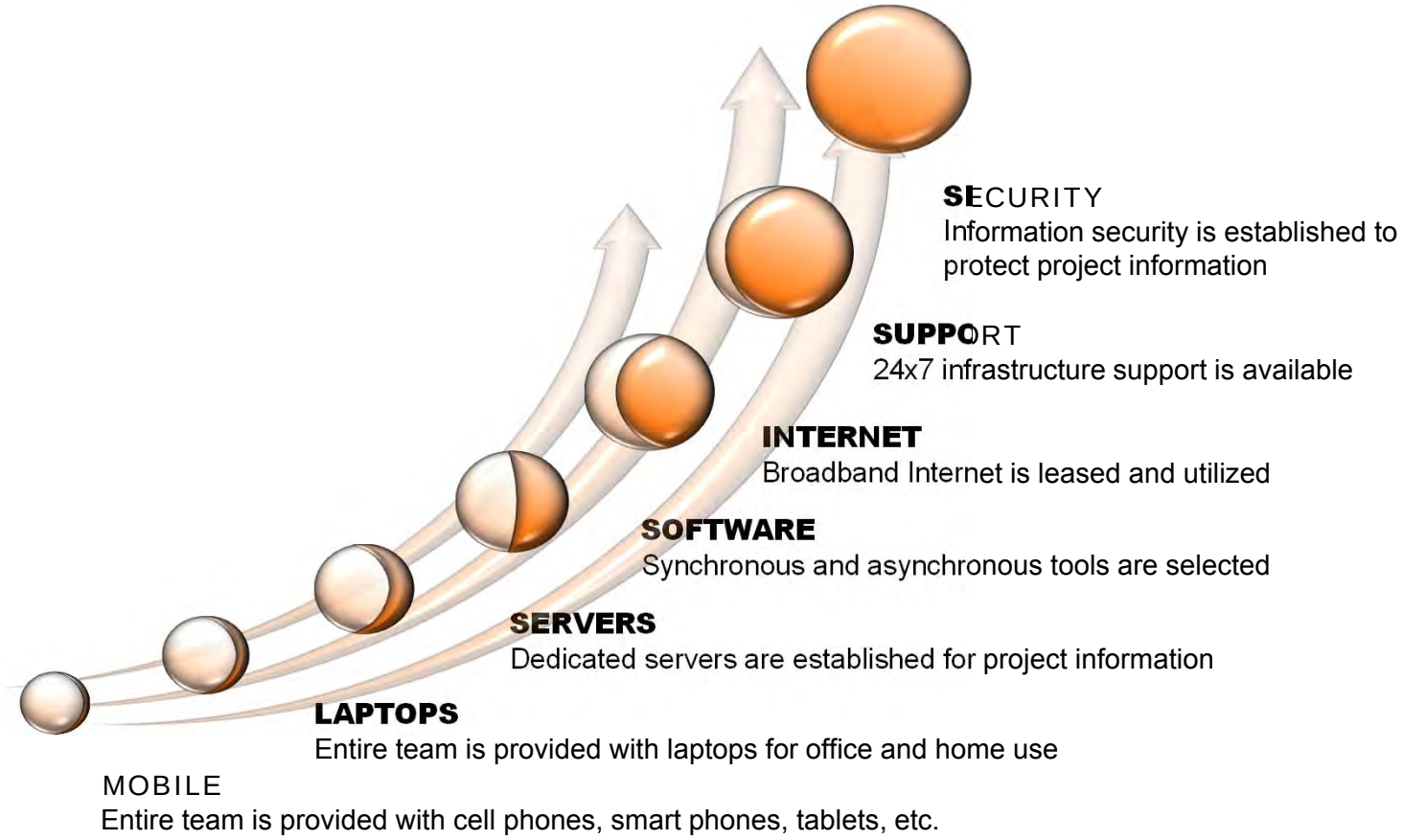
Virtual Infrastructure

- Infrastructure needs are most often overlooked
- Many countries do not have adequate computers
- Internet service is also a luxury in across the globe



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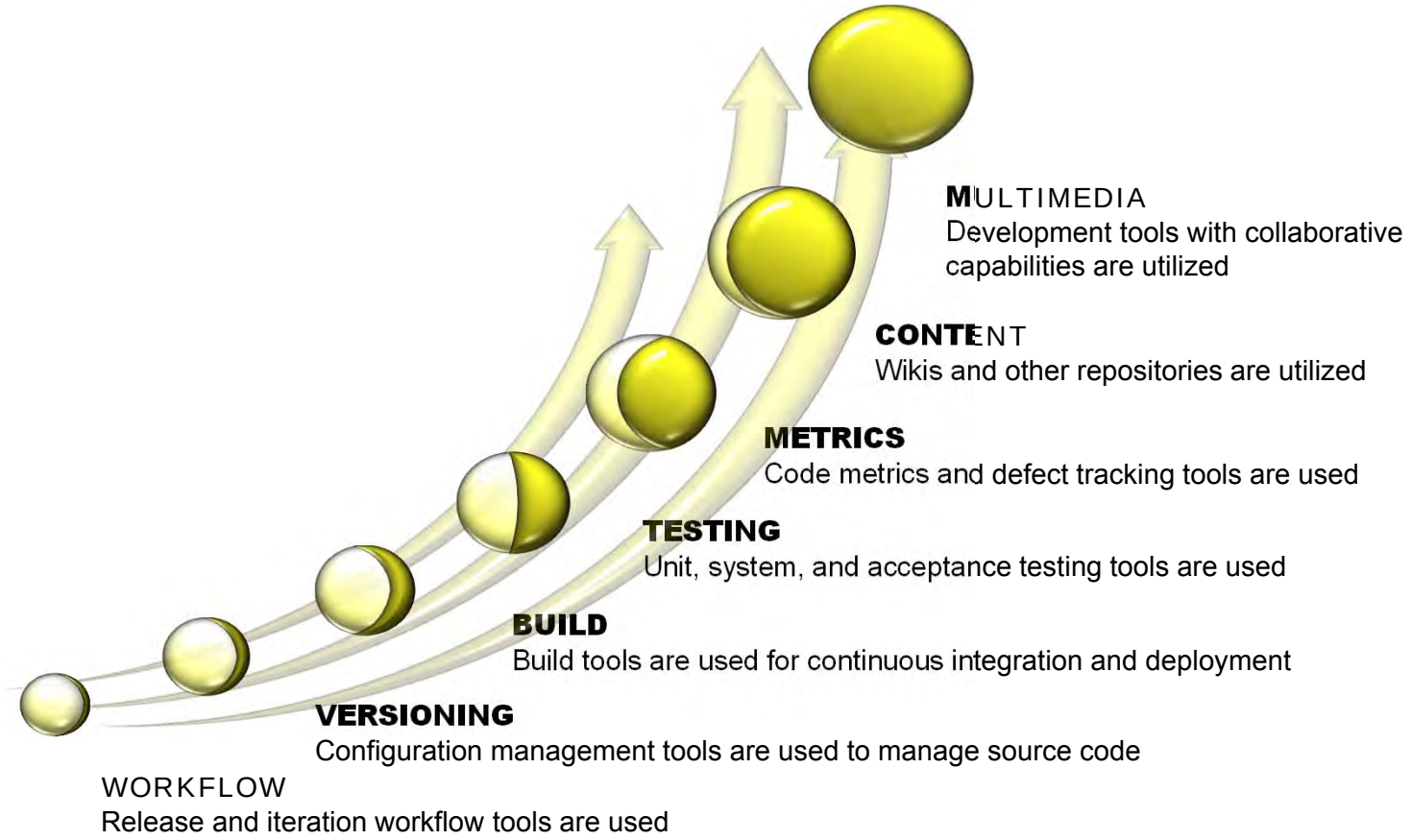
Virtual Tools

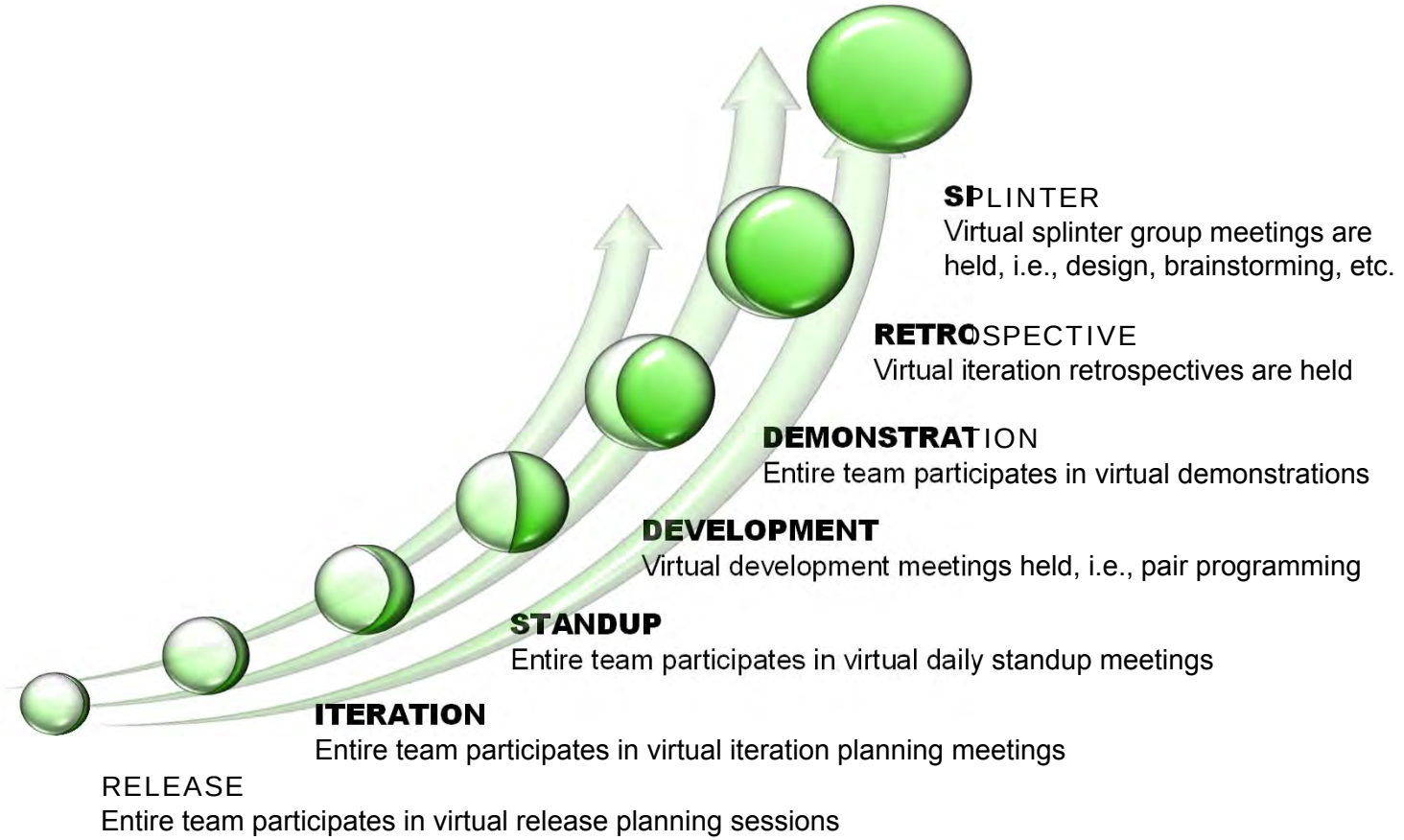
- Many projects do not standardize development tools
- Complete development tools are easy to assemble
- Development environments should be integrated



Cannizzo, F., Marcionetti, G., & Moser, P. (2008). Evolution of the tools and practices of a large distributed agile team. *Agile Conference, Toronto, Canada*, 513-518.

Virtual Meetings

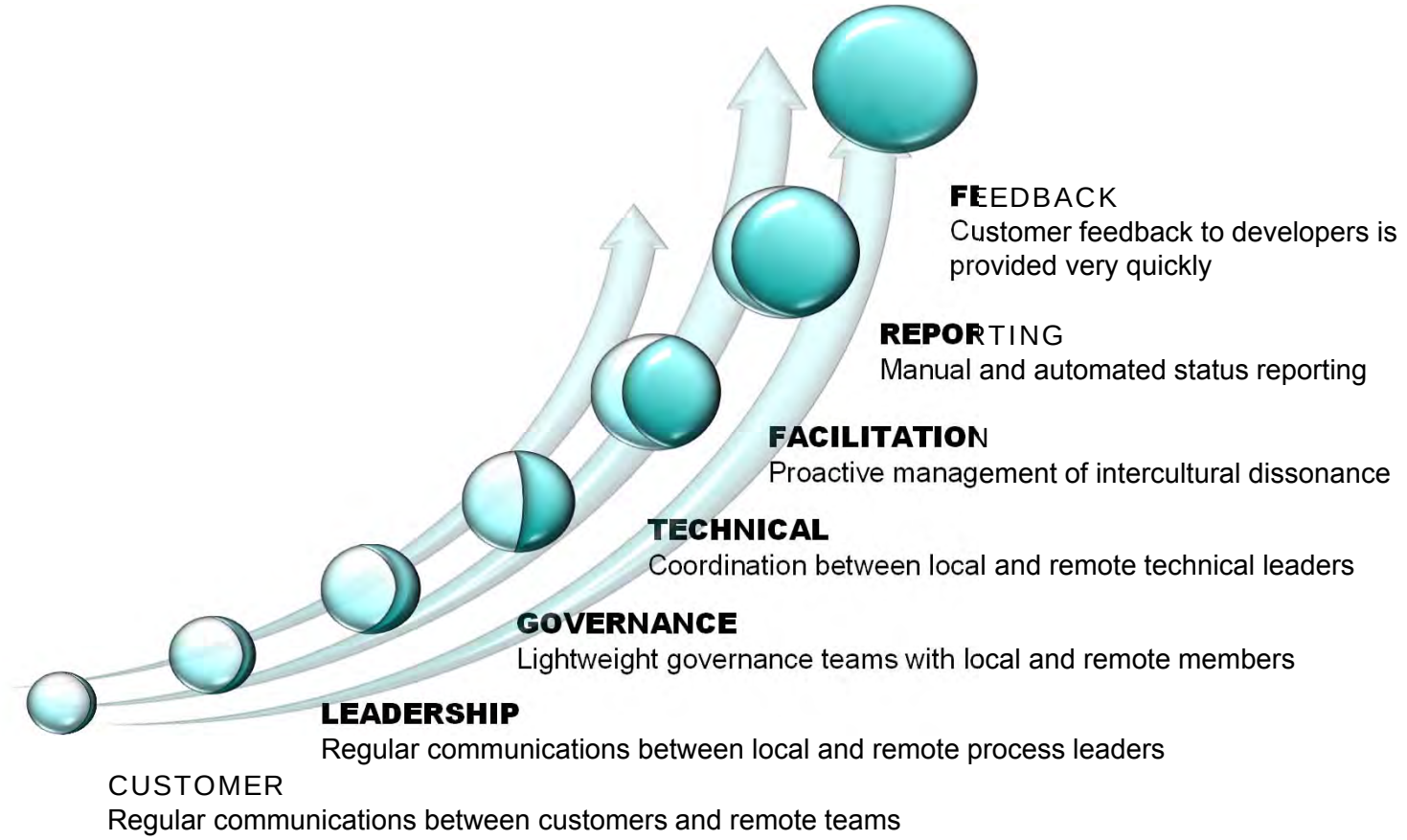
- Frequent communication is a key to project success
- Communication is better than documentation alone
- A critical key is to encourage frequent interactions



Summers, S. (2008). Insights into an agile adventure with offshore partners. *Agile Conference, Toronto, Canada*, 513-518.

Light Coordination

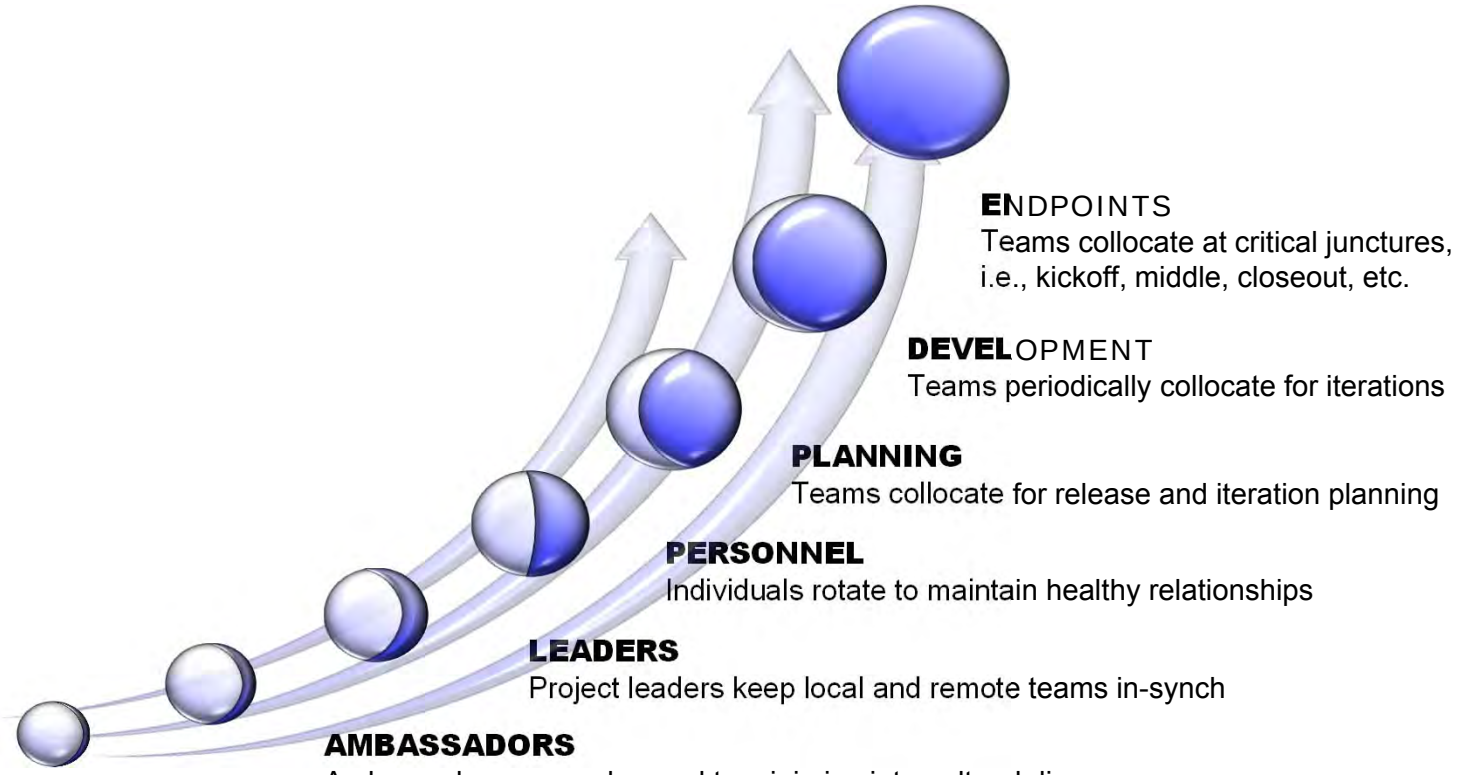
- The work of two or more teams requires facilitation
- Local/remote team leaders must communicate often
- All team leaders can then pass on critical information



Drummond, B. S., & Unson, J. F. (2008). Yahoo distributed agile: Notes from the world over. *Agile Conference, Toronto, Canada*, 315-321.

Periodic Rotations

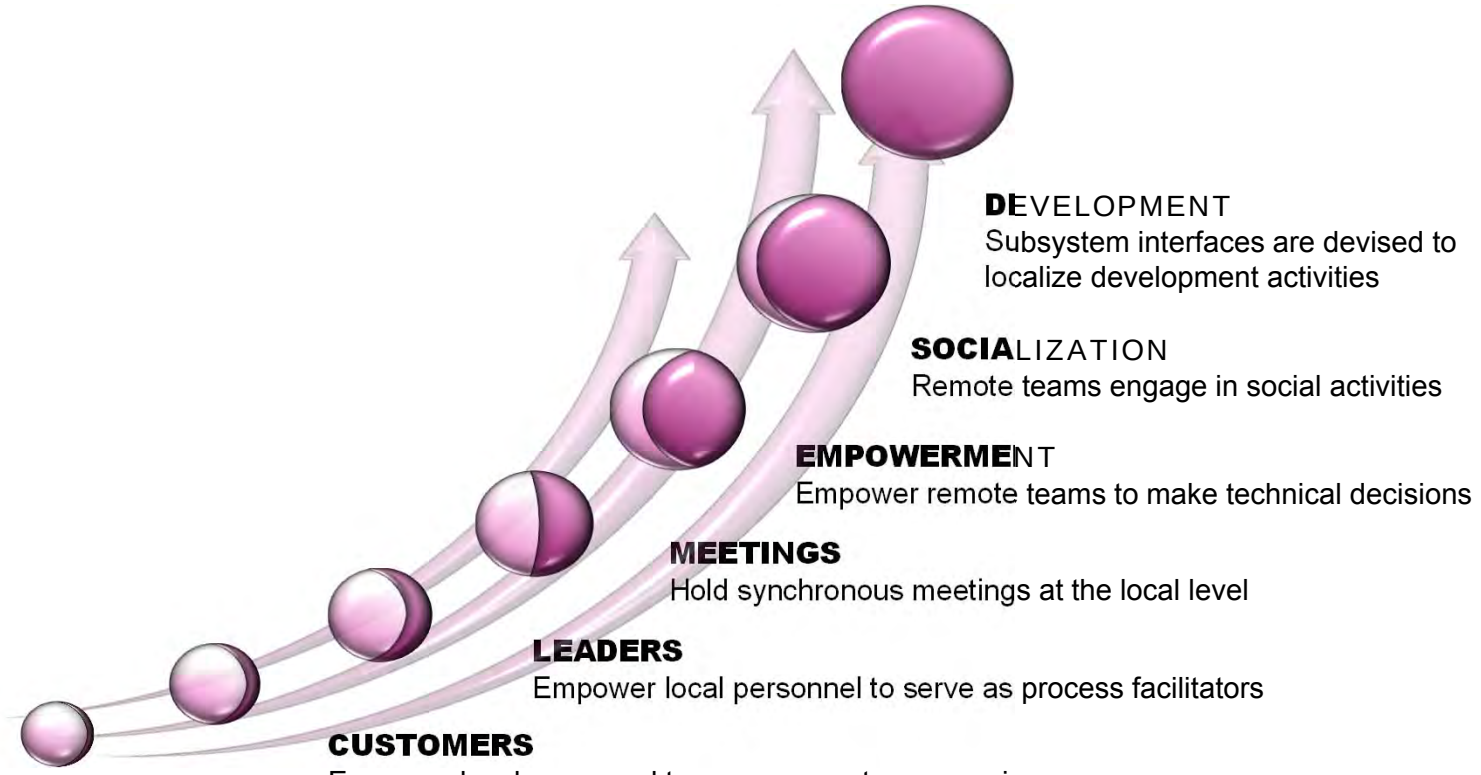
- Periodic F2F interaction is a CSF for virtual teams
- Teams should meet at critical junctures, i.e., kickoff
- Rotating customers and leaders helps establish trust



Robarts, J. M. (2008). Practical considerations for distributed agile projects. *Agile Conference, Toronto, Canada*, 327-332.

Regional Localization

- Minimizing interfaces between timezones is oft cited
- Products should be structured to localize activities
- It's easier to communicate with nearshore teams



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Practices Agile Virtual Teams

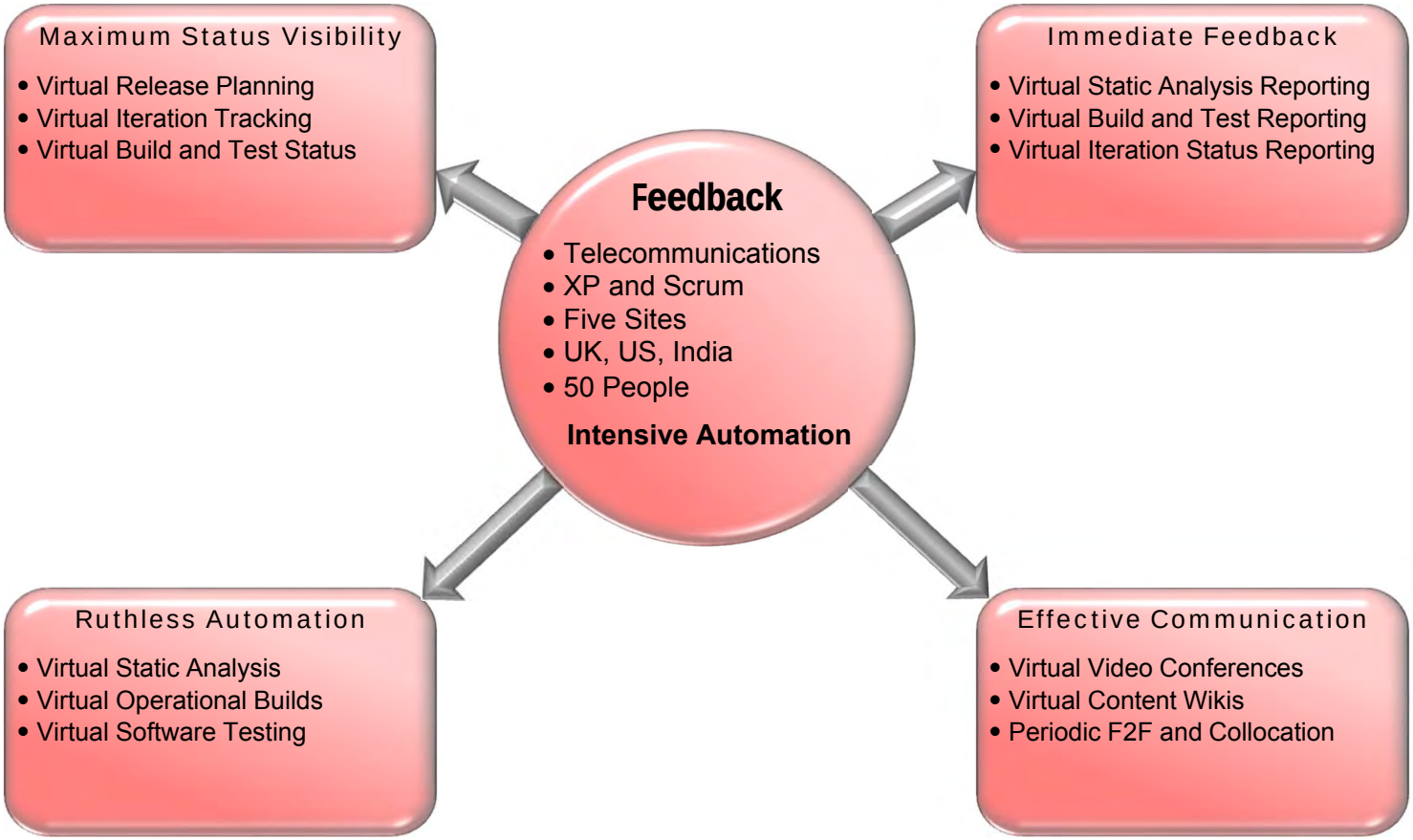
☞ **Examples of Agile Virtual Teams**

Metrics for Agile Virtual Teams

Summary of Agile Virtual Teams

British Telecom

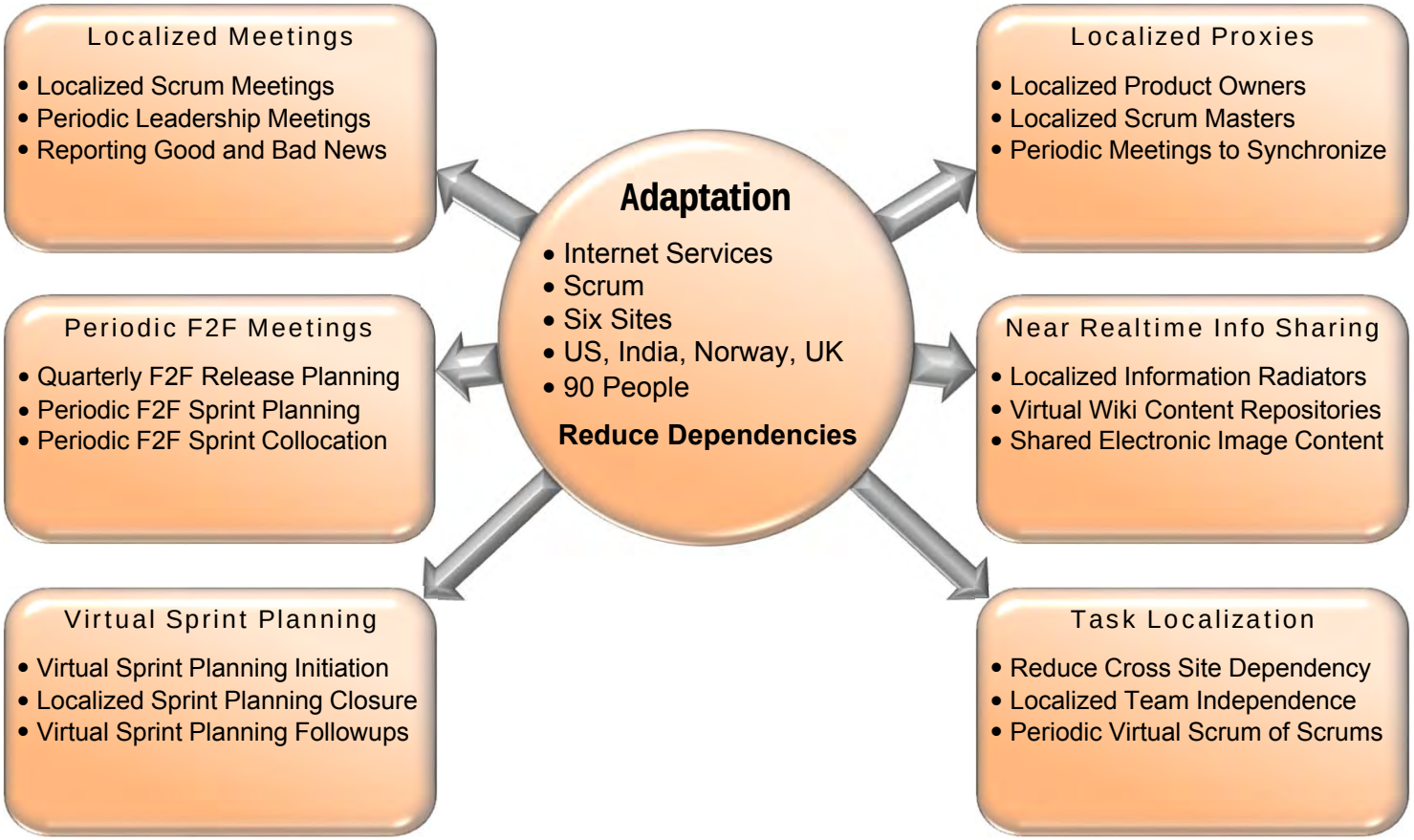
- Middleware products for phone call processing
- Goal was to obtain fast feedback with virtual teams
- Satisfied using intensive automation for fast feedback



Cannizzo, F., Marcionetti, G., & Moser, P. (2008). Evolution of the tools and practices of a large distributed agile team. *Agile Conference, Toronto, Canada*, 513-518.

Yahoo!

- Development of commercial Internet services
- Goal was to adapt agile methods for virtual teams
- Satisfied by minimizing use of synchronous meetings



Drummond, B. S., & Unson, J. F. (2008). Yahoo distributed agile: Notes from the world over. *Agile Conference, Toronto, Canada*, 315-321.

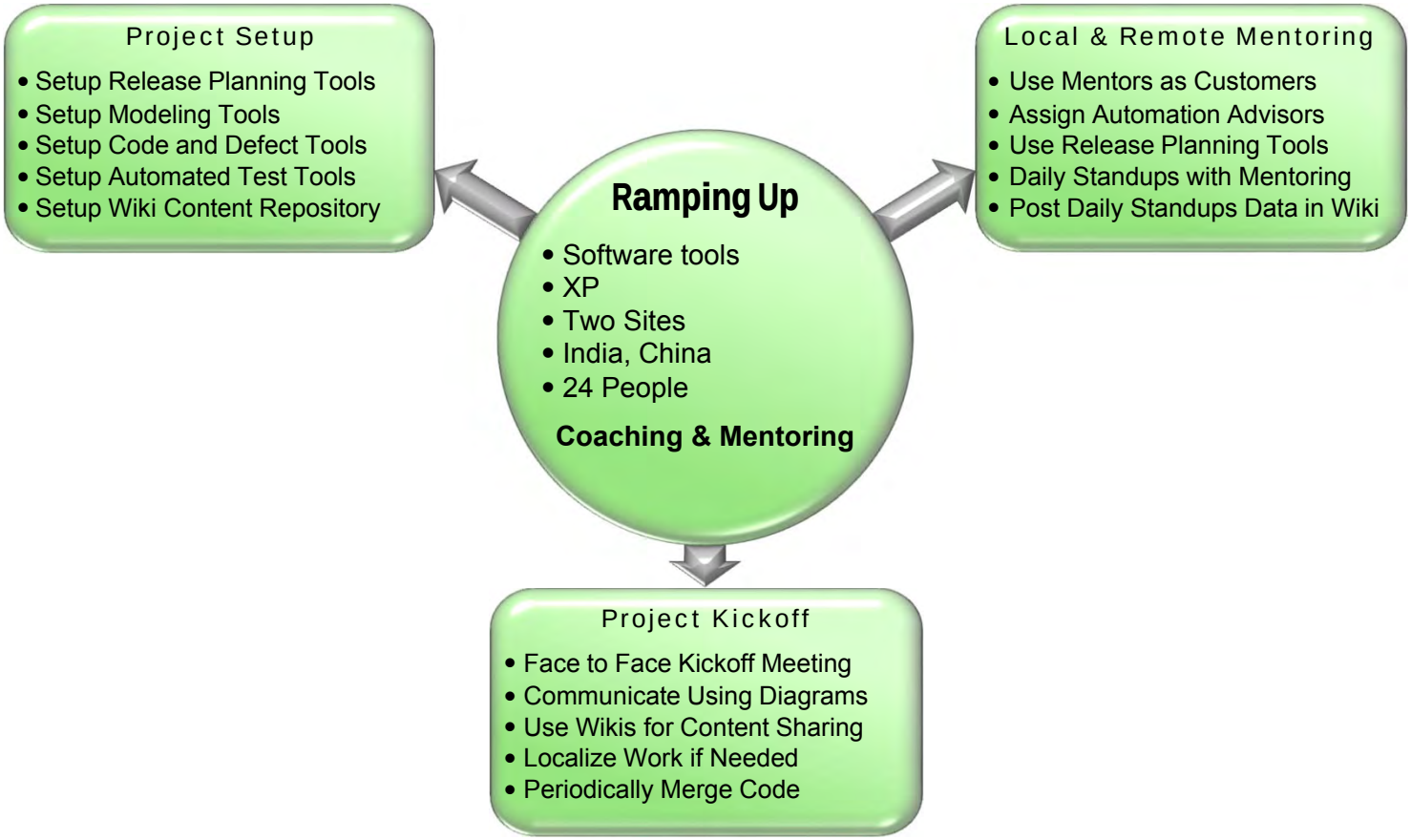
ThoughtWorks

- Development of web applications for global clients
- Goal was to maintain high levels of communications
- Satisfied with F2F visits and detailed status reporting

Robarts, J. M. (2008). Practical considerations for distributed agile projects. *Agile Conference, Toronto, Canada*, 327-332.

Wipro Technologies

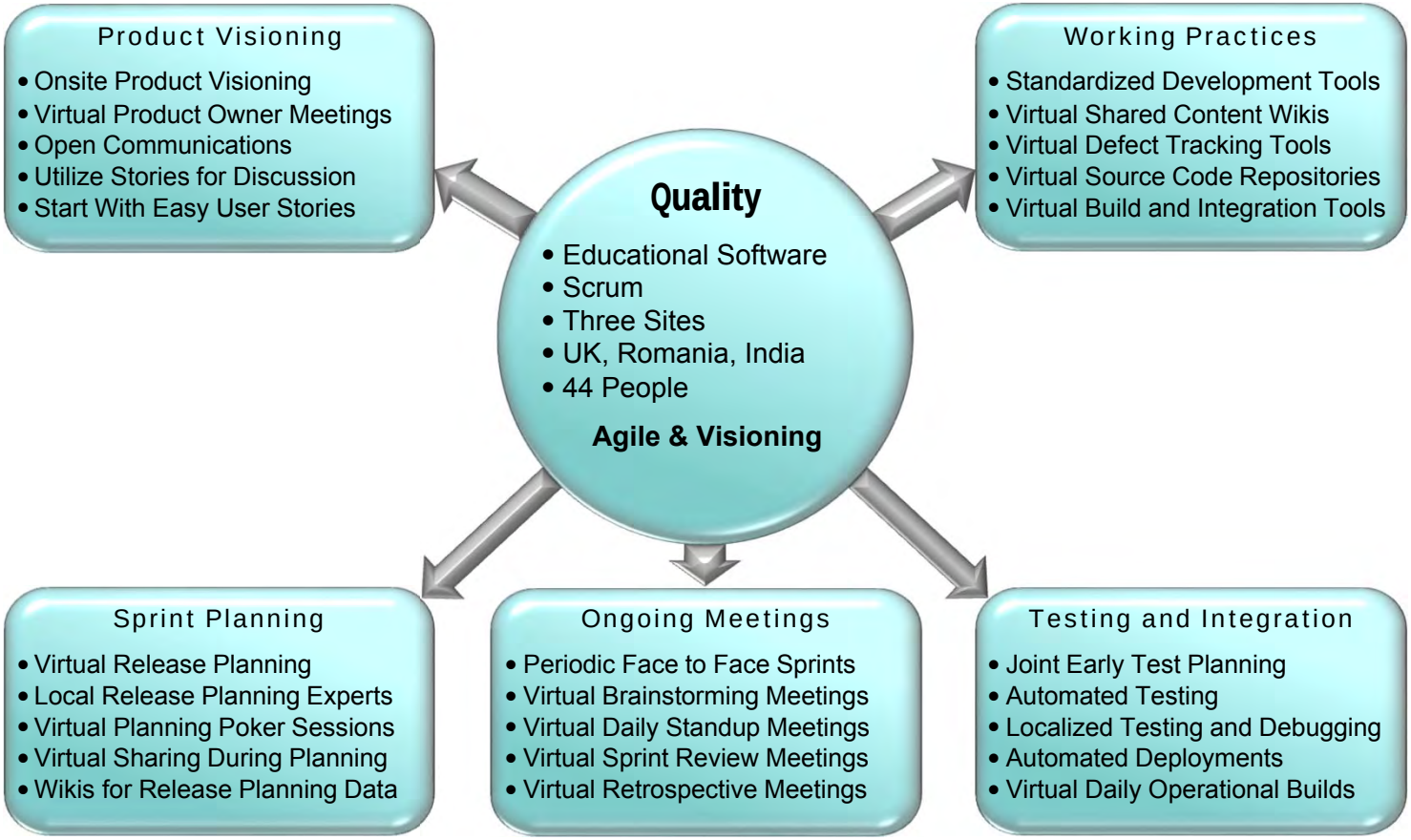
- Development of software engineering products
- Goal was to be productive across different cultures
- Satisfied by use of intensive coaching and mentoring



Shrinivasavadhani, J., & Panicker, V. (2008). Remote mentoring a distributed agile team. *Agile Conference, Toronto, Canada*, 322-326.

CampusSoft

- Development of software systems for academia
- Goal was to improve quality results of global teams
- Achieved by using agile methods and onsite visioning



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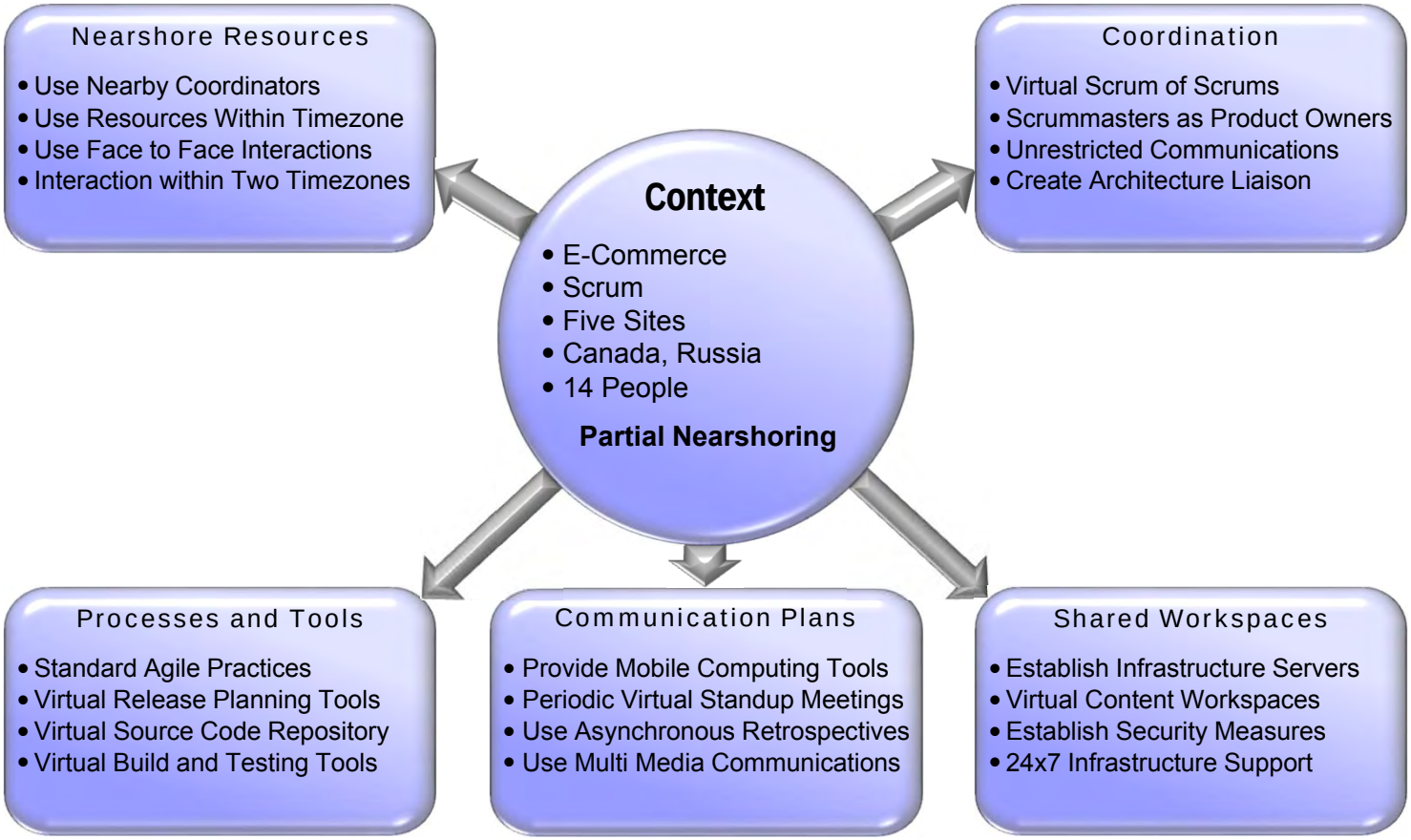
Elastic Path/Luxoft

- Development of electronic commerce websites
- Goal was to maintain context with distributed team
- Satisfied with coordination in overlapping time zones



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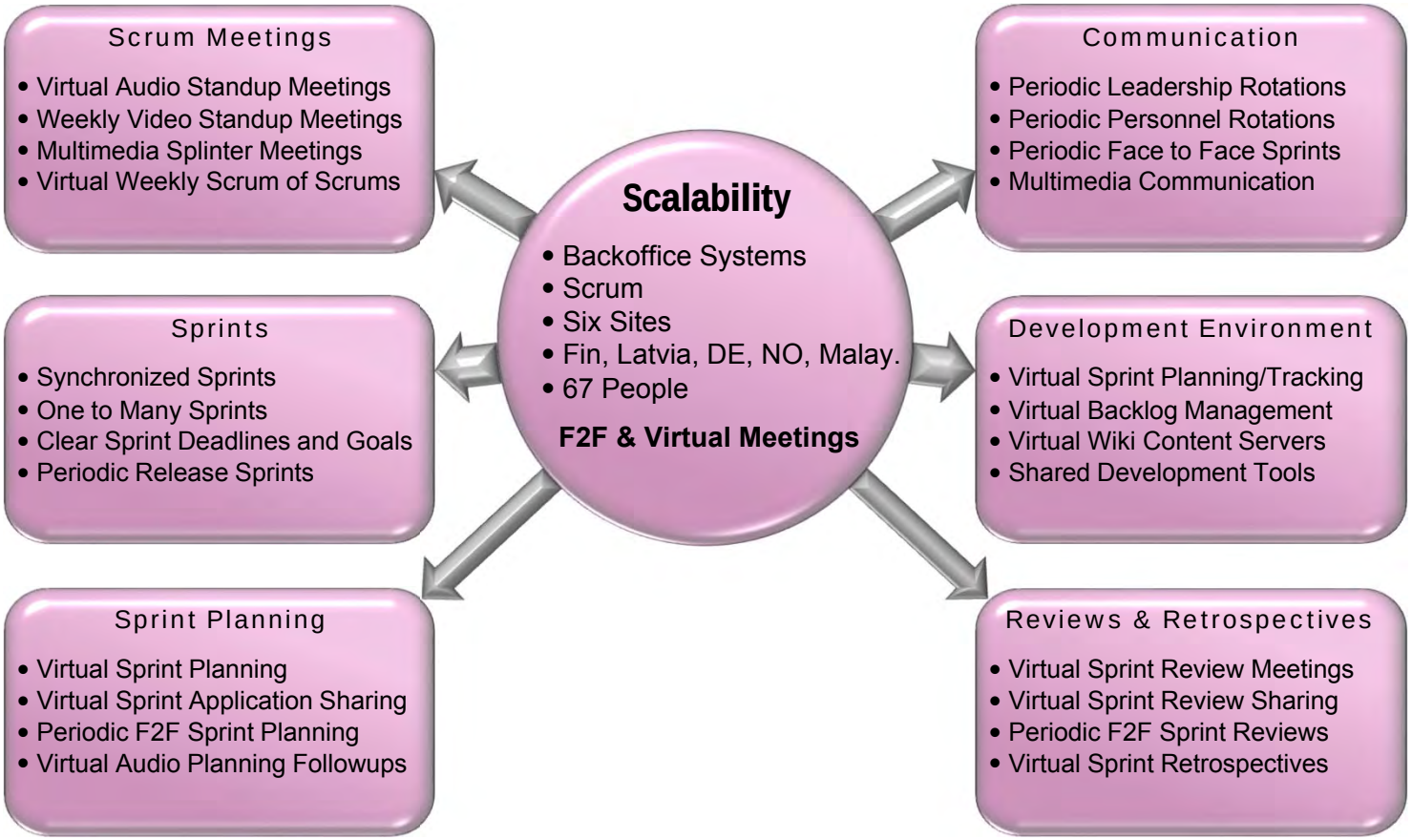
Scandinavia

- Development of internal & external web applications
- Goal was to determine if agile practices are scalable
- Satisfied with routine face-to-face & virtual meetings



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Agenda

Intro to Agile Project Mgt.

Intro to Agile Virtual Teams

Types of Agile Virtual Teams

Practices Agile Virtual Teams

Examples of Agile Virtual Teams

☞ **Metrics for Agile Virtual Teams**

Summary for Agile Virtual Teams

Offshore Outsourcing Metrics

- Vashistha has complete guide to offshore outsourcing
- Strategic framework for evaluating offshore locations
- Offers metrics and data to support decision making

Factors	Subfactors	India	Phil	China	Canada	Lat Am	Ireland	Czech	Poland	Hungary	Russia
Exogenous Factors that define the characteristics of the country beyond influence of organization	Geopolitical Environment	●	◒	◒	●	◒	●	●	●	●	◒
	Government Support	●	◒	○	●	●	●	●	●	●	○
	Educational System	●	◒	●	●	◒	●	●	●	●	●
	Infrastructure	◒	●	◒	●	●	●	●	●	●	◒
Catalyst Factors that drive offshore service delivery in a country	Cost Advantage	●	●	●	◒	●	◒	◒	◒	◒	●
	Language	◒	●	○	●	◒	●	◒	◒	◒	◒
	Culture	◒	◒	○	●	●	●	●	●	●	◒
	Timezone	○	○	○	●	●	◒	◒	◒	◒	○
Business Factors related to direct advantages, supplier skills, and business issues	Labor Pool	●	◒	◒	●	◒	●	○	◒	◒	●
	Competency	◒	◒	◒	●	◒	●	◒	◒	◒	◒
	Quality	◒	◒	◒	●	◒	●	◒	◒	◒	◒
	Attrition	○	◒	○	●	◒	●	◒	◒	◒	●

Vashistha, A., & Vashistha, A (2006). *Offshore nation*: *Strategies for success in global outsourcing and offshoring*. New York, NY: McGraw-Hill.

Costs and Benefits

- Unfacilitated virtual teams are less effective than F2F
- Offshoring saves about 25% due to lower labor costs
- Offshore savings vary based on leadership methods

Variable	F2F	Virtual
Team score	82%	78%
Interactions	24.9	17.6
Task effort	5.8 hrs	7.1 hrs
Trust	84%	72%
Cohesion	79%	66%
Outcome sat	86%	78%
Process sat	86%	76%
Emergent leader	60%	75%
Free riders	2%	9%
Deserters	0%	2%
	83%	74%

Variable	%	Cost	Low	Med	High
Wage rate	46%	$17.5m	$2.2m	$4.8m	$8.7m
Comm system	20%	$7.6m	$1.0m	$2.1m	$3.8m
Infrastructure	7%	$2.7m	$0.3m	$0.7m	$1.3m
Transition and governance	4%	$1.5m	$0.2m	$0.4m	$0.8m
Resource redeployment	1%	$0.4m	$0.0m	$0.1m	$0.2m
Training and productivity	9%	$3.4m	$0.4m	$0.9m	$1.7m
Business continuity	3%	$1.1m	$0.1m	$0.3m	$0.6m
Advisory services	4%	$1.5m	$0.2m	$0.4m	$0.8m
Travel costs	3%	$1.1m	$0.1m	$0.3m	$0.6m
Currency fluctuation	3%	$1.1m	$0.1m	$0.3m	$0.6m
		$38.0m	$4.8m	$10.5m	$19.0m

Vashistha, A., & Vashistha, A (2006). *Offshore nation*: *Strategies for success in global outsourcing and offshoring*. New York, NY: McGraw-Hill.
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Agenda

Intro to Agile Project Mgt.

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☞ **Summary of Agile Virtual Teams**

Leadership Considerations

- Agile management is delegated to the lowest level
- There remain key leadership roles & responsibilities
- Communication, coaching, & facilitation are key ones

1	Customer Communication	Facilitate selection of methods for obtaining and maintaining executive commitment, project resources, corporate communications, and customer interaction
1	Product Visioning	Facilitate selection of methods for communicating product purpose, goals, objectives, mission, vision, business value, scope, performance, budget, assumptions, constraints, etc.
	Distribution Strategy	Facilitate selection of virtual team distribution strategy to satisfy project goals and objectives
2	Team Development	Facilitate selection of methods for training, coaching, mentoring, and other team building approaches
2	Standards & Practices	Facilitate selection of project management and technical practices, conventions, roles, responsibilities, and performance measures
	Telecom Infrastructure	Facilitate selection of high bandwidth telecommunication products and services
	Development Tools	Facilitate selection of agile project management tools and interactive development environment
3	High Context Meetings	Facilitate selection of high context agile project management and development meetings
3	Coordination Meetings	Facilitate selection of meetings and forums for regular communications between site coordinators
	F2F Communications	Facilitate selection of methods for maximizing periodic face to face interactions and collaboration
	Performance Management	Facilities selection of methods for process improvement, problem resolution, conflict management, team recognition, product performance, and customer satisfaction

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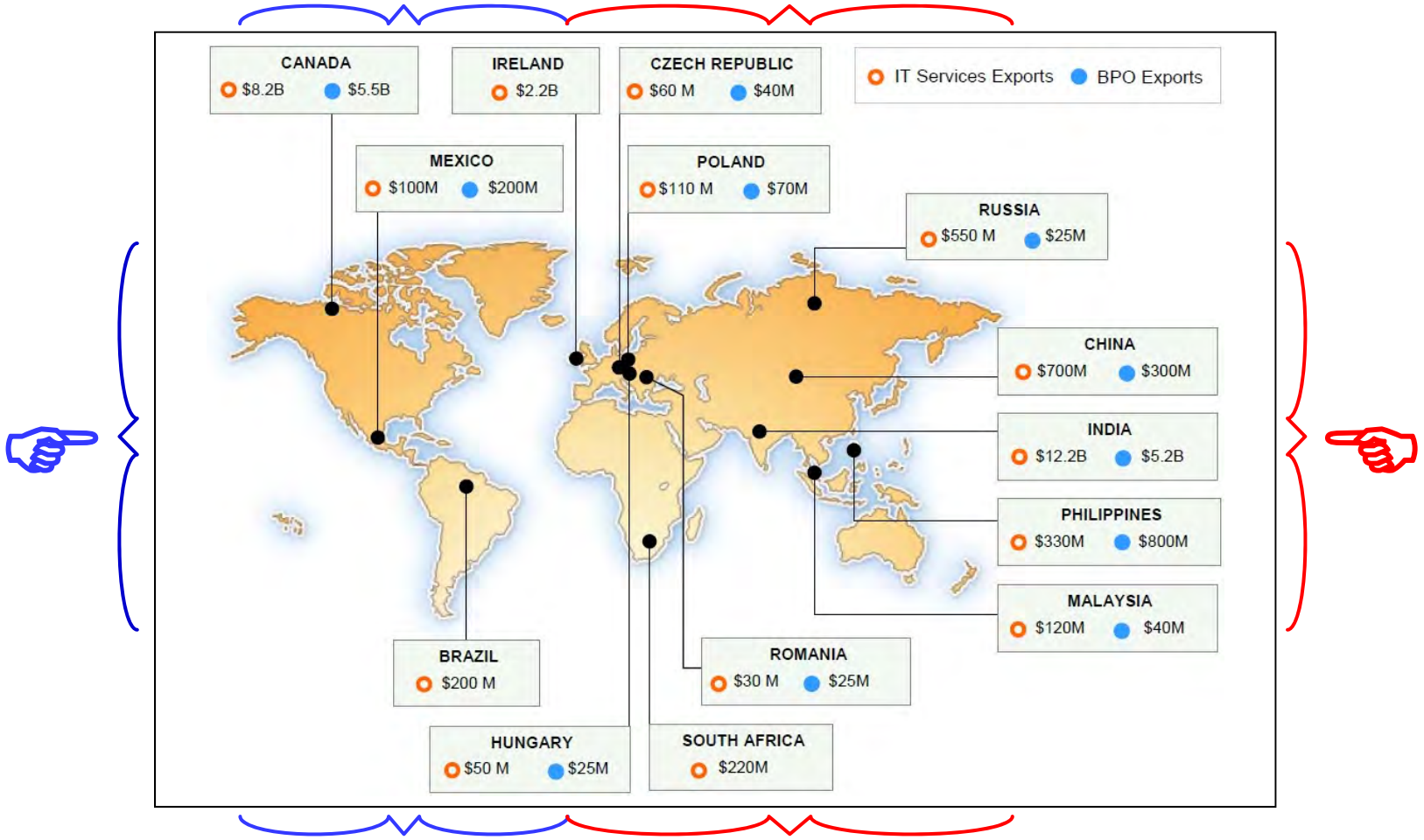
Current Trends & Directions

- Virtual teamwork is 21st century business model
- Opens the door to offshore/nearshore outsourcing
- Farshoring is normal but nearshoring is also popular



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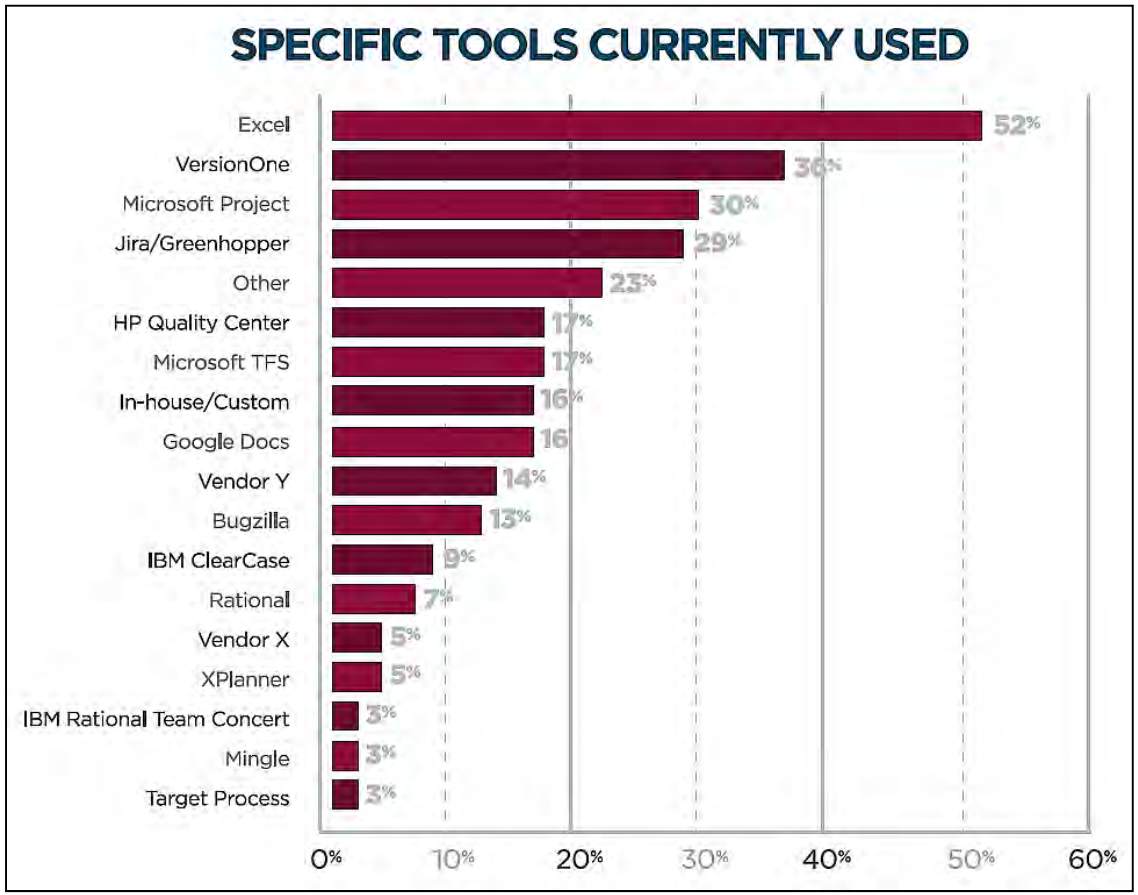
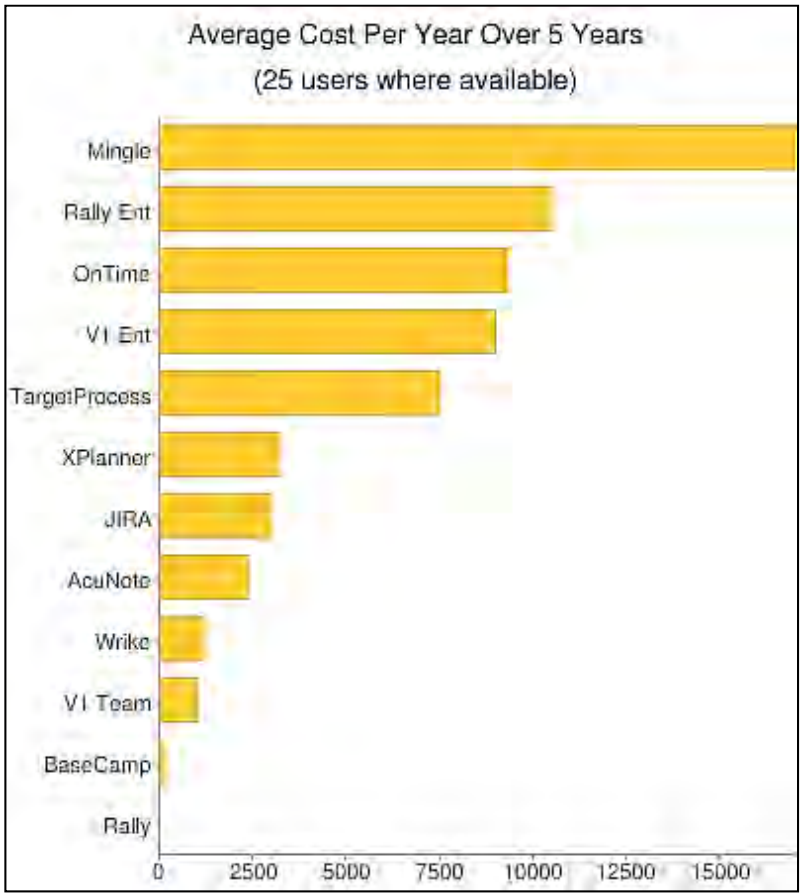
Agile Project Mgt. Tools

- There are literally dozens, if not 100s of APM tools
- There are dozens of free open source software tools
- Annual tool & price surveys are frequently conducted





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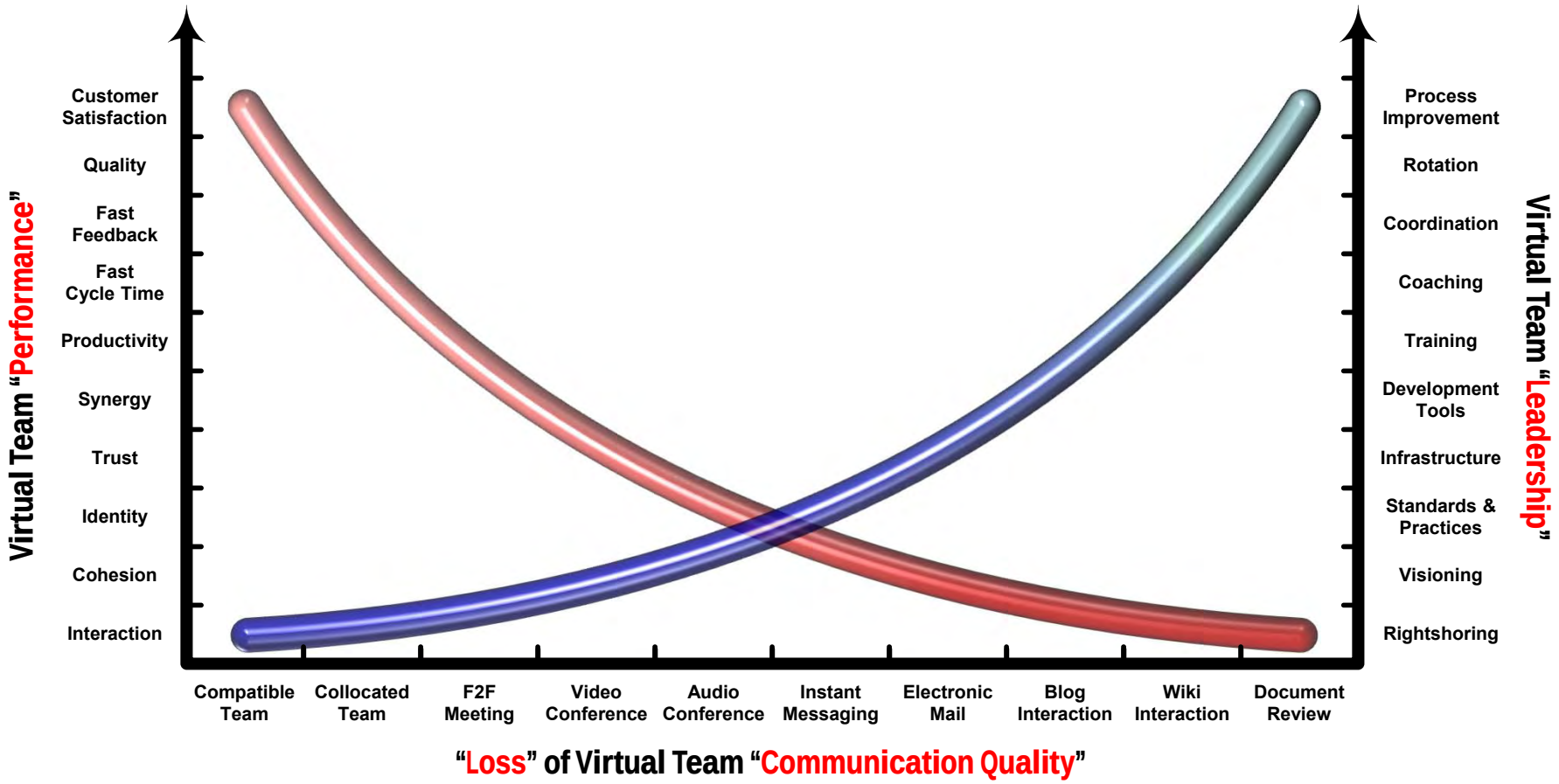
Key Points & Takeaways

- Virtual teams communicate less undermining success
- A key is not to eliminate them in favor of F2F teams
- A better answer is to support them with leadership



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Key Agile Scaling Pointers

- One must think and act small to accomplish big things
- Slow down to speed up, speed up 'til wheels come off
- Scaling lowers productivity, quality, & business value

- **Empower Workforce** - Allow workers to help establish enterprise business goals and objectives.
- **Align Business Value** - Align and focus agile teams on delivering business value to the enterprise.
- **Perform Visioning** - Frequently communicate portfolio, project, and team vision on continuous basis.
- **Reduce Size** - Reduce sizes of agile portfolios, acquisitions, products, programs, projects, and teams.
- **Act Small** - Get large agile teams to act, behave, collaborate, communicate, and perform like small ones.
- **Be Small** - Get small projects to act, behave, and collaborate like small ones instead of trying to act larger.
- **Act Collocated** - Get virtual distributed teams to act, behave, communicate and perform like collocated ones.
- **Use Small Acquisition Batches** - Organize suppliers to rapidly deliver new capabilities and quickly reprioritize.
- **Use Lean-Agile Contracts** - Use collaborative contracts to share responsibility instead of adversarial legal ones.
- **Use Enterprise Automation** - Automate everything with Continuous Integration, Continuous Delivery, & DevOps.

Rico, D. F. (2014). *Dave's Notes*: *For Scaling with SAFe, DaD, LeSS, RAGE, ScrumPLoP, Enterprise Scrum, etc*. Retrieved March 28, 2014 from http://davidfrico.com

Conclusion

- Agile methods DON'T mean deliver it now & fix it later
- Lightweight, yet disciplined approach to development
- Reduced cost, risk, & waste while improving quality

What	How	Result
Flexibility	Use lightweight, yet disciplined processes and artifacts	**Low work-in-process**
Customer	**Involve customers early and often throughout development**	**Early feedback**
Prioritize	**Identify highest-priority, value-adding business needs**	**Focus resources**
Descope	**Descope complex programs by an order of magnitude**	**Simplify problem**
Decompose	**Divide the remaining scope into smaller batches**	**Manageable pieces**
Iterate	Implement pieces one at a time over long periods of time	**Diffuse risk**
Leanness	Architect and design the system one iteration at a time	**JIT waste-free design**
Swarm	**Implement each component in small cross-functional teams**	**Knowledge transfer**
Collaborate	**Use frequent informal communications as often as possible**	**Efficient data transfer**
Test Early	**Incrementally test each component as it is developed**	**Early verification**
Test Often	**Perform system-level regression testing every few minutes**	**Early validation**
Adapt	Frequently identify optimal process and product solutions	**Improve performance**

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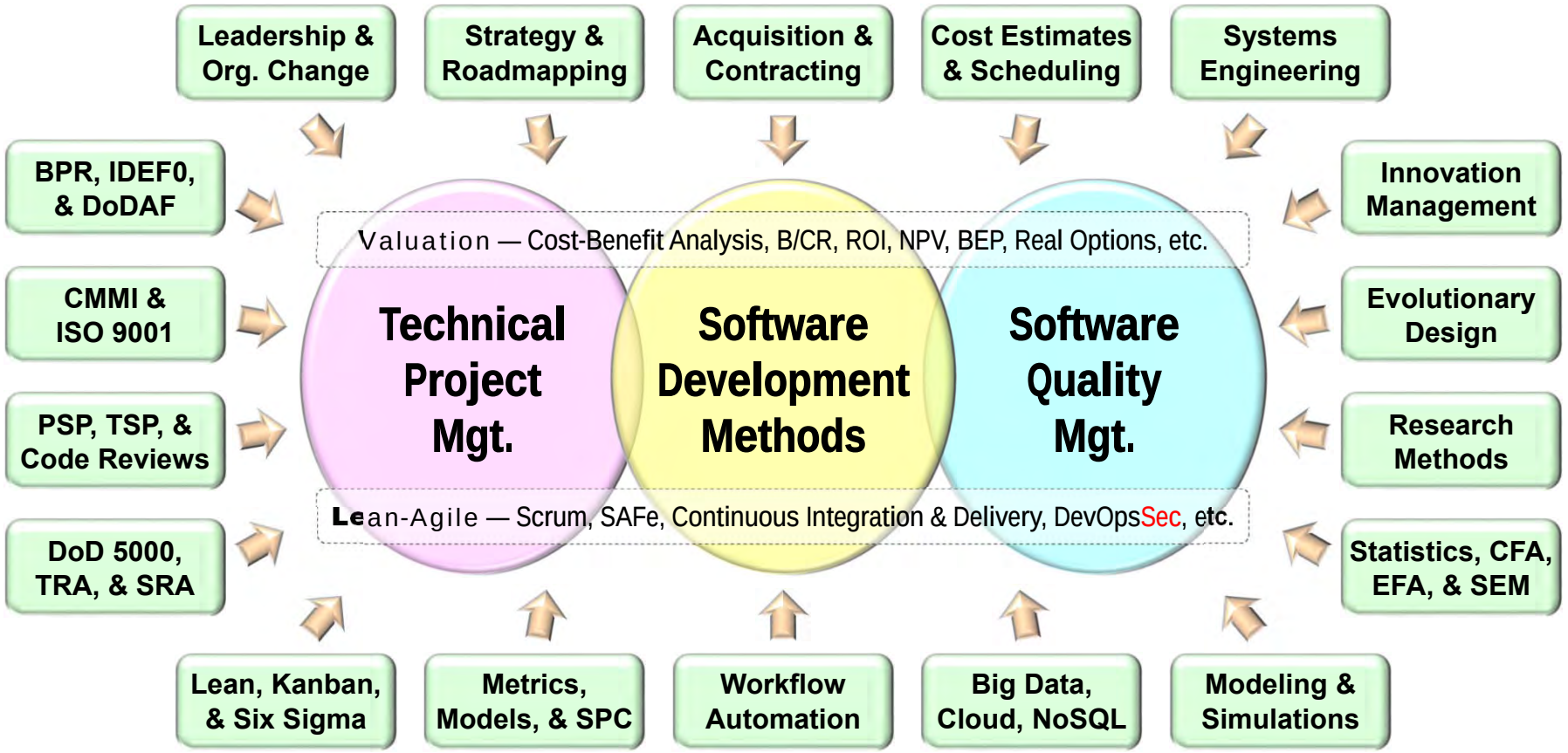
Dave's Professional Background



STRENGTHS – Data Mining • Gathering & Reporting Performance Data • Strategic Planning • Executive & Management Briefs • Brownbags & Webinars • White Papers • Tiger-Teams • Short-Fuse Tasking • Audits & Reviews • Etc.

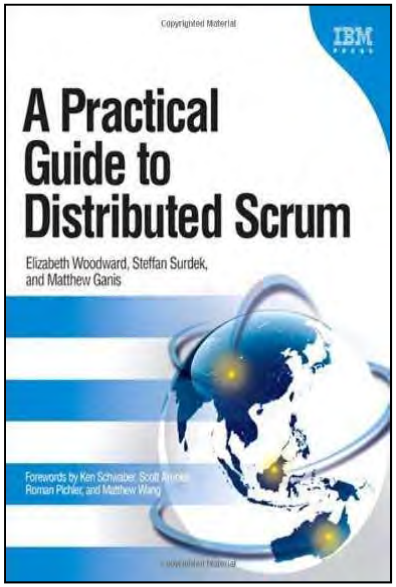
34+ YEARS IN IT INDUSTRY

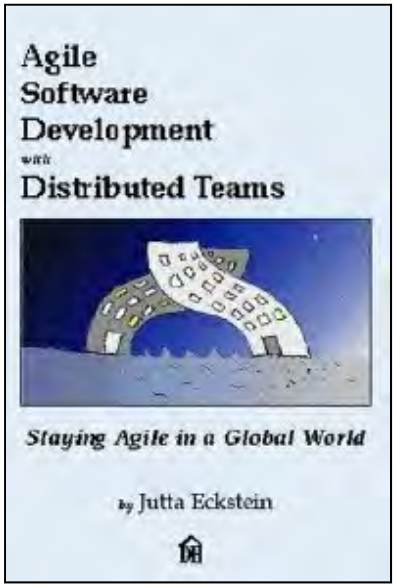
- Data mining. Metrics, benchmarks, & performance.
- Simplification. Refactoring, refinement, & streamlining.
- Assessments. Audits, reviews, appraisals, & risk analysis.
- Coaching. Diagnosing, debugging, & restarting stalled projects.
- Business cases. Cost, benefit, & return-on-investment (ROI) analysis.
- Communications. Executive summaries, white papers, & lightning talks.
- Strategy & tactics. Program, project, task, & activity scoping, charters, & plans.

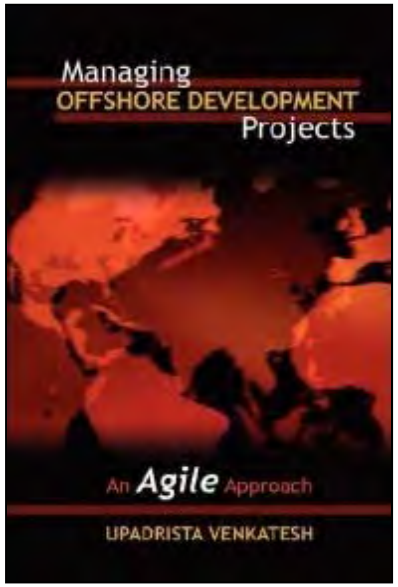
PMP, CSEP, FCP, FCT, ACP, CSM, SAFE, & DEVOPS

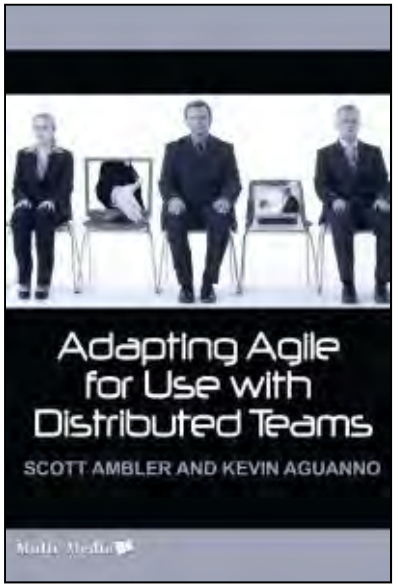
Books—Agile Virtual Teams

- Virtual teams are the last frontier in agile methods
- Numerous books emerging on agile virtual teams
- Books by Woodward & Eckstein among the best









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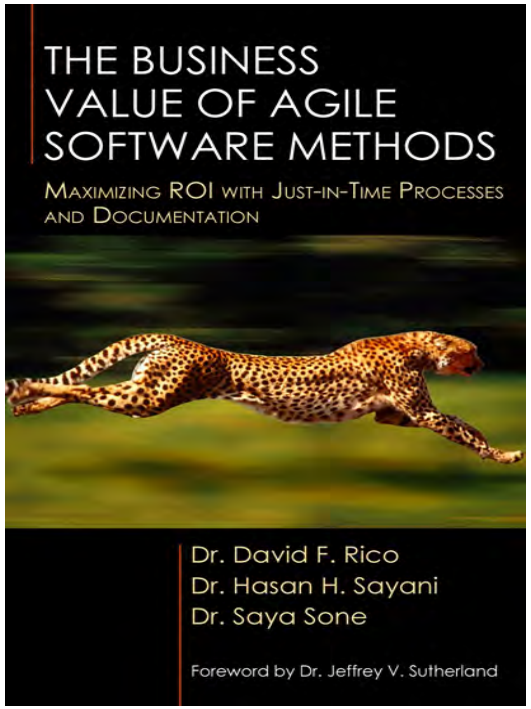
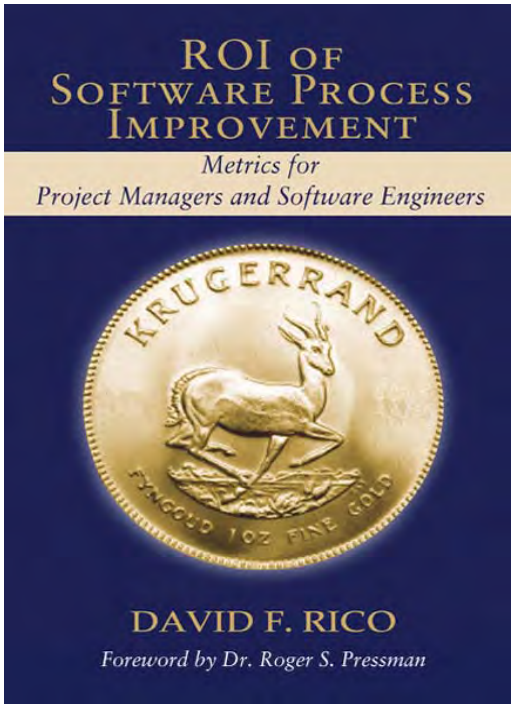
Books on ROI of SW Methods

- Guides to software methods for business leaders
- Communicates business value of software methods
- Rosetta stones to unlocking ROI of software methods





- http://davidfrico.com/agile-book.htm (***Description***)
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