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"Well done! . . . a plethora of provocative ideas."

—Robert N. Charette

ITABHI Corporation

Adaptive Software Development

"This is very likely the best book about software process that you will ever read. Highsmith has captured the fundamentals of how to succeed at software development in the modern age, presenting a framework of concepts and philosophies that can help your organization to adapt to the current realities of software development. Instead of following a strict set of tasks and processes, and then optimizing them over time, Highsmith instead suggests that your organization should strive for an adaptive culture that recognizes that uncertainty and change are the natural state. The material in this book is an excellent addition to that of eXtreme Programming (XP) and will help you to temper your tailoring of the Unified Process, OPEN Process, and/or the process patterns of the OOSP by also addressing the cultural aspects of your software organization."

—Scott W. Ambler, President, Ronin International

"Highsmith's book has been highly praised in many circles and deservedly so. . . . expounds a fundamentally different approach to developing software. . . . If you find yourself trying to force your classic approach to a new slippery problem(s), look at this book."

—Dwayne Phillips

Author of *The Software Project Manager's Handbook*

" . . . an innovative approach grounded in the theory of complex adaptive systems . . . well researched and timely. . . . a useful contribution to the changing profession of software engineering."

—Deependra Moitra, *IEEE Software*

"Highsmith shows the reader how to recognize when development practices need to change and how to acquire the skills to adapt. For a fresh approach to software development, be sure to check it out."

—Johanna Rothman, *STQE*

About the Author



James A. Highsmith III, a principal of Information Architects, Inc., teaches and consults on software quality process improvement, project management, and accelerated development techniques. Based in Salt Lake City, he enjoys Utah's backcountry mountain climbing and skiing.

Adaptive Software Development

A Collaborative Approach to Managing Complex Systems

by James A. Highsmith III
foreword by Ken Orr



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Winner of the Software Development
Jolt Product Excellence Award

This innovative text offers a practical, realistic approach to managing high-speed, high-change software development projects. Consultant James A. Highsmith shows readers how to increase collaboration and adapt to uncertainty.

Many organizations start high-speed, high-change projects without knowing how to do them—and even worse, *without knowing they don't know*. Successful completion of these projects is often at the expense of the project team.

This book emphasizes an adaptive, collaborative approach to software development. The concepts allow developers to "scale-up" rapid application development and extreme programming approaches

for use on larger, more complex projects.

The four goals of the book are to

- support an **adaptive culture** or mindset, in which change and uncertainty are assumed to be the natural state—not a false expectation of order
- introduce **frameworks** to guide the iterative process of managing change
- institute **collaboration**, the interaction of people on three levels: interpersonal, cultural, and structural
- add **rigor** and discipline to the RAD approach, making it scalable to the uncertainty and complexity of real-life undertakings

Read more about this book at
<http://www.dorsethouse.com/books/asd.html>