

Adaptive Software Development

"... 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. ... an excellent addition to that of eXtreme Programming (XP). ..."

—Scott W. Ambler, President, Ronin International

"... 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*

"... 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*

"A great introduction to applying complexity theory to the software development process. ... for every project manager that wants to know how the next generation of systems will be built."

—James Odell

Consultant and Coauthor of *Object-Oriented Methods*

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

—Robert N. Charette, ITABHI Corporation

"... full of important questions that should be addressed by managers and developers alike. ..."

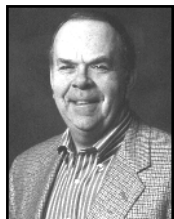
—Shari Lawrence Pfleeger

IEEE Spectrum

"... thought-provoking guide to project management in the new economy."

—Diane Brockman, *SQL Server Professional*

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.

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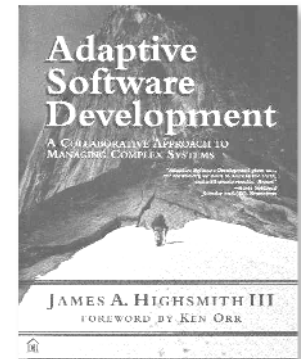
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Adaptive Software Development

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
www.dorsethouse.com/books/asd.html