The Pivotal Way
Lessons learned over 15 years of agile development

Josh Knowles
QCon NYC, June 2014

DEVELOPMENT
CULTURE

TRANSPARENT

COLLABORATIVE

DISCIPLINED

ITERATIVE

SUSTAINABLE
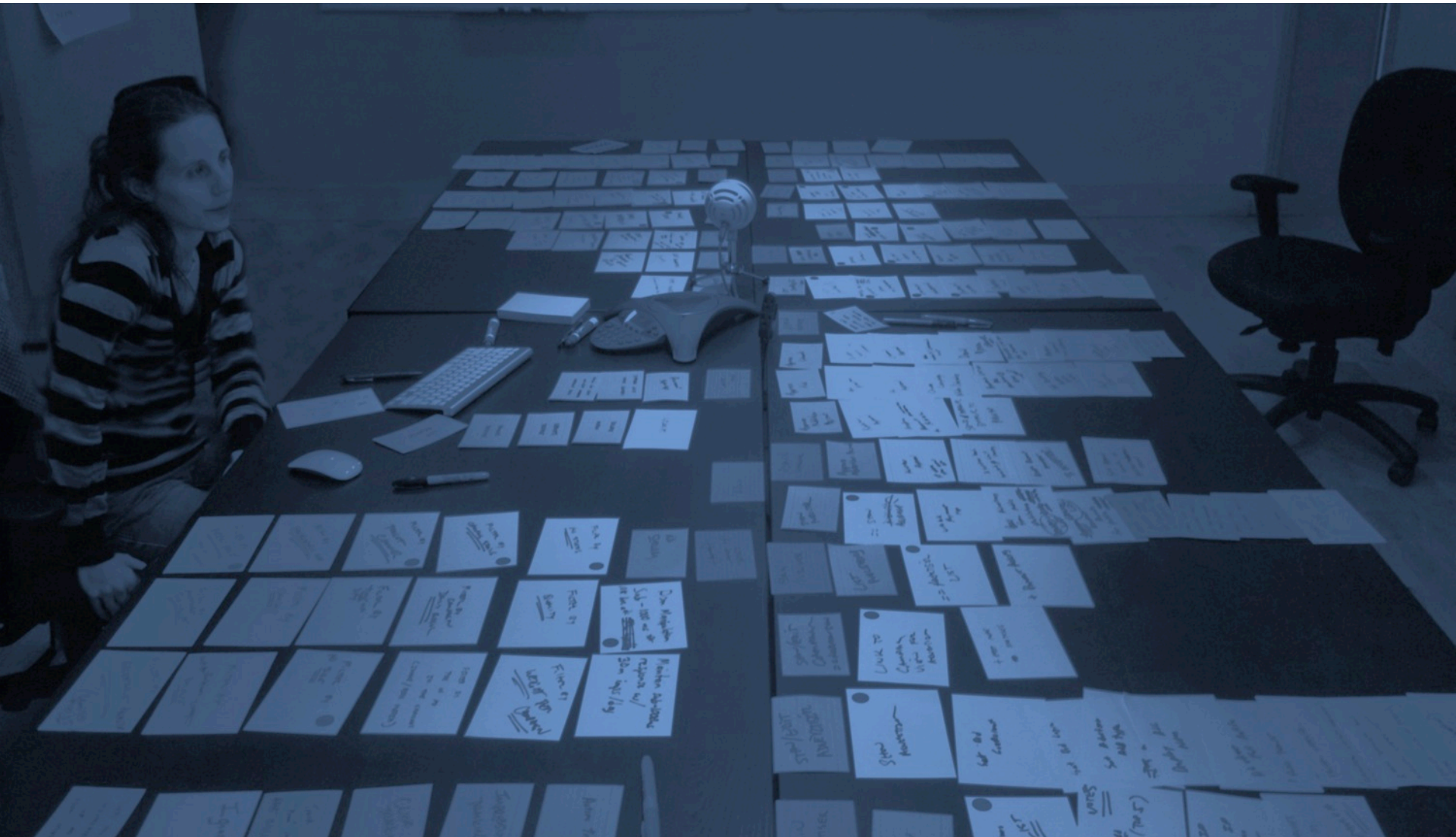
TRANSPARENT

COLLABORATIVE

DISCIPLINED

```
175      });
176    });
177
178    it("reports a failing result to the spec when the comparison passes for a .not expectation", function() {
179      var matchers = {
180        toFoo: {
181          name: "toFoo",
182          compare: function() { return { pass: true }; }
183        }
184      },
185      util = {
186        buildFailureMessage: function() { return "default messge"; }
187      },
188      spec = {
189        addExpectationResult: jasmine.createSpy("addExpectationResult")
190      },
191      actual = "an actual",
192      expectation = new jasmine.Expectation({
193        matchers: matchers,
194        actual: "an actual",
195        util: util,
196        spec: spec,
197        isNot: true
198      });
199
200      expectation.toFoo("hello");
201
202      expect(spec.addExpectationResult).toHaveBeenCalledWith(false, {
203        matcherName: "toFoo",
204        passed: false,
205        expected: "hello",
206        actual: actual,
207        message: "default messge"
208      });
209    });
210
211    it("reports a failing result and a custom fail message to the spec when the comparison passes for a .not expectation", function() {
212      var matchers = {
213        toFoo: {
```

ITERATIVE

SUSTAINABLE

- Consistent, predictable delivery is at a premium

- Tired developers leave bugs

- Burned out developers leave jobs

- Short-term bursts of productivity cost more in the long term

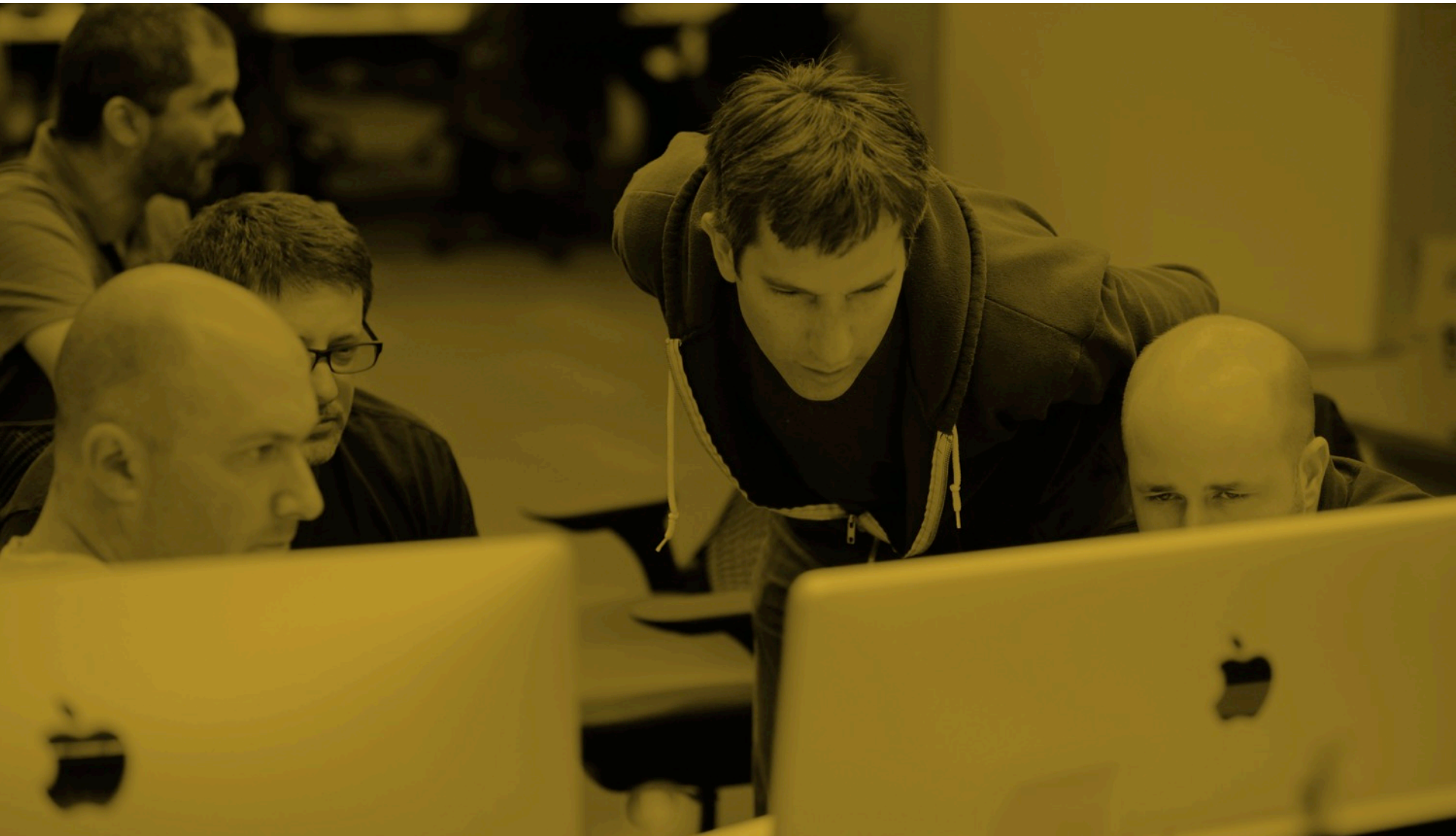# What happens when we apply these principles to the rest of the organization?

RECURITING

HR

MANAGEMENT

FACILITIES

IT

Thank You

joshknowles@gmail.com | @joshknowles