



The Pivotal Way

Lessons learned over 15 years of agile development

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DEVELOPMENT

CULTURE

TRANSPARENT

COLLABORATIVE

DISCIPLINED

ITERATIVE

SUSTAINABLE

TRANSPARENT

The screenshot displays the Pivotal Tracker interface for a project named "Trackasaurus". The top navigation bar includes "PROJECTS", "DASHBOARD", "REPORTS", "HELP", and "CPHTHAMMER". The project name "Trackasaurus" is prominently displayed, along with a velocity of 13. Below the navigation, there are tabs for "CURRENT", "BACKLOG", "ICEBOX", "EPICS", and "MORE". A search bar and an "ADD STORY" button are also visible.

The interface is divided into three main columns:

- CURRENT:** This column shows tasks that are currently being worked on. It includes items like "shopping shopper should be able to change the number of products to purchase (CT)", "checkout, shopping If authorization is successful, show order number and confirmation message to shopper (CT)", "cart, shopping Shopper should be able to view contents of shopping cart (CT)", "cart, shopping Cart manipulation should be AJAXY", "deployment, shopping Some product photos not scaled properly when browsing products", "shopping Shopper should be able to recommend a product to a friend (CT)", "search configure solr for full text searching", "search, shopping Shopper should be able to search for product", "Integrate with automated order fulfillment system", "checkout, shopping Shopper should be able to enter credit card information and shipping address", and "Initial demo to investors".
- BACKLOG:** This column contains tasks that are planned for future work. It includes items like "checkout, needs discussion, shopping When shopper submits order, authorize total product amount from payment gateway", "checkout, shopping If system fails to authorize payment amount, display error message to shopper", "admin, checkout, shopping Send notification email of order placement to admin", "orders Shopper should be able to check status of order by entering name and order number", "orders Shopper should be able to ask question about order", "admin, orders Admin can review all order questions and send responses to shoppers", "deployment Set up Engine Yard production environment", "Beta launch", "signup / signin Shopper should be able to sign up for an account with email address", "signup / signin Shopper should be able to reset forgotten password", "signup / signin Shopper should be able to log out", "signup / signin When checking out, shopper should have the option to sign in to their account", "shopper accounts Signed in shopper should be able to review order history", "shopper accounts Signed in shopper should be able to save credit card and address information used in checkout", "shopper accounts Signed in shopper should be able to save product to favorites", "shopper accounts Signed in shopper should be able to review and remove product from favorites", "design Provide feedback to designer about look/feel of site", and "Full production launch".
- ICEBOX:** This column holds tasks that are not currently planned but are being kept in mind. It includes items like "ie6 Product browsing pagination not working in IE6", "epic native iPhone app to allow product browsing and checkout", "Facebook app, allowing users to share favorite products", "design Apply styling to all shopper facing parts of the site, based on assets from designer", "user generated content Signed in shopper should be able to post product reviews", "user generated content Signed in shopper should be able to rate product, by choosing 1-5 stars", "user generated content When shopper is browsing products, show average product rating and number of reviews next to each product", "user generated content Shopper should be able to read reviews for a product", "admin, featured products Admin should be able to mark a product as featured", "featured products Featured products should appear on the site landing page", "admin, blog Admin should be able to create and edit blog articles", "admin, blog Admin should be able to save blog articles in draft mode", "blog Published blog articles should appear on the site", "blog People should be able to subscribe to blog via RSS and Atom", "admin, reporting Admin should be able to view monthly sales report", "admin, reporting Admin should be able to export orders as CSV file, based on date range and order status", and "deployment Request higher number of production slices, for scaling".

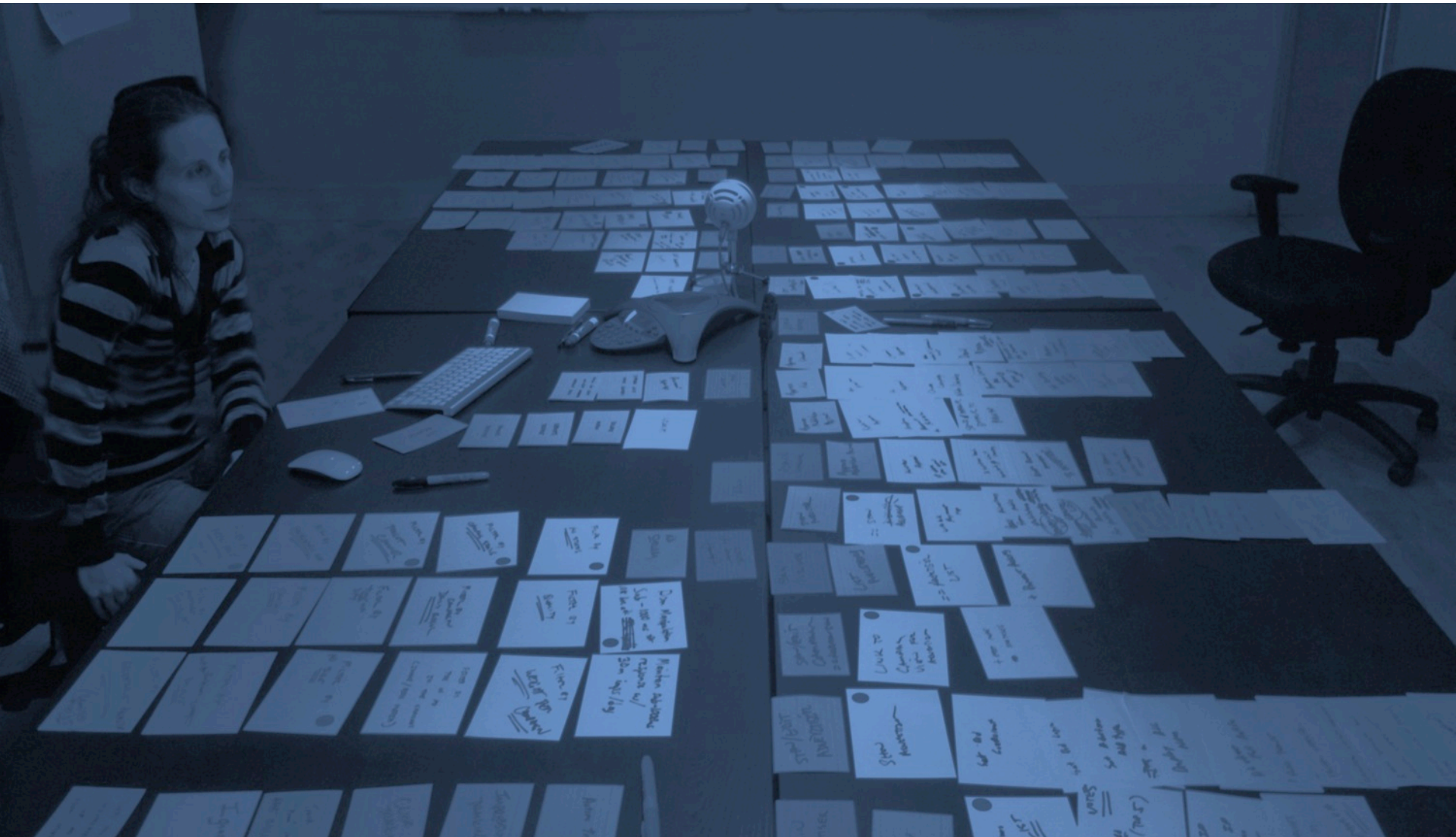
COLLABORATIVE



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?**

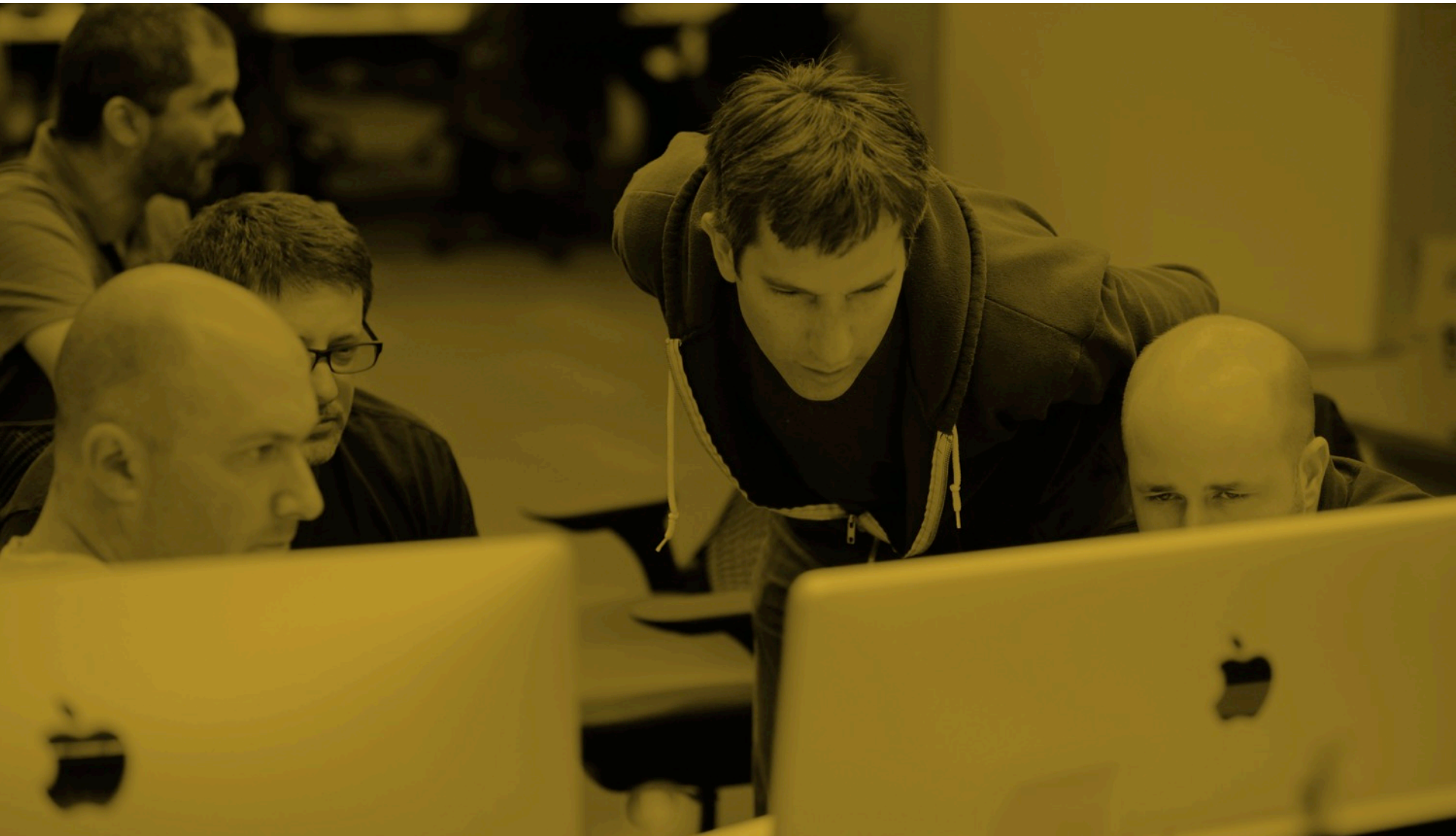
RECRUITING



HR



MANAGEMENT



FACILITIES



IT





Thank You

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