# Contents

## Full Research Papers

<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focal Points for a More User-Centred Agile Development</td>
<td>3</td>
</tr>
<tr>
<td><em>Silvia Bordin and Antonella De Angeli</em></td>
<td></td>
</tr>
<tr>
<td>Agility Measurements Mismatch: A Validation Study on Three Agile Team Assessments in Software Engineering</td>
<td>16</td>
</tr>
<tr>
<td><em>Konstantinos Chronis and Lucas Gren</em></td>
<td></td>
</tr>
<tr>
<td>Scaling up the Planning Game: Collaboration Challenges in Large-Scale Agile Product Development</td>
<td>28</td>
</tr>
<tr>
<td><em>Felix Evbota, Eric Knauss, and Anna Sandberg</em></td>
<td></td>
</tr>
<tr>
<td>The Lack of Sharing of Customer Data in Large Software Organizations: Challenges and Implications</td>
<td>39</td>
</tr>
<tr>
<td><em>Aleksander Fabijan, Helena Holmström Olsson, and Jan Bosch</em></td>
<td></td>
</tr>
<tr>
<td>TDDViz: Using Software Changes to Understand Conformance to Test Driven Development</td>
<td>53</td>
</tr>
<tr>
<td><em>Michael Hilton, Nicholas Nelson, Hugh McDonald, Sean McDonald, Ron Metoyer, and Danny Dig</em></td>
<td></td>
</tr>
<tr>
<td>Minimum Viable User EXperience: A Framework for Supporting Product Design in Startups</td>
<td>66</td>
</tr>
<tr>
<td><em>Laura Hokkanen, Kati Kuusinen, and Kaisa Väänänen</em></td>
<td></td>
</tr>
<tr>
<td>Team Portfolio Scrum: An Action Research on Multitasking in Multi-project Scrum Teams</td>
<td>79</td>
</tr>
<tr>
<td><em>Christoph J. Stettina and Mark N.W. Smit</em></td>
<td></td>
</tr>
<tr>
<td>Quality Assurance in Scrum Applied to Safety Critical Software</td>
<td>92</td>
</tr>
<tr>
<td><em>Geir K. Hanssen, Børge Haugset, Tor Stålhane, Thor Myklebust, and Ingar Kulbrandstad</em></td>
<td></td>
</tr>
<tr>
<td>Flow, Intrinsic Motivation, and Developer Experience in Software Engineering</td>
<td>104</td>
</tr>
<tr>
<td><em>Kati Kuusinen, Helen Petrie, Fabian Fagerholm, and Tommi Mikkonen</em></td>
<td></td>
</tr>
<tr>
<td>Minimum Viable Product or Multiple Facet Product? The Role of MVP in Software Startups</td>
<td>118</td>
</tr>
<tr>
<td><em>Anh Nguyen Duc and Pekka Abrahamsson</em></td>
<td></td>
</tr>
</tbody>
</table>
On the Impact of Mixing Responsibilities Between Devs and Ops. . . . . . . . . 131
   Kristian Nybom, Jens Smeds, and Ivan Porres

Arsonists or Firefighters? Affectiveness in Agile Software Development . . . . . 144
   Marco Ortu, Giuseppe Destefanis, Steve Counsell, Stephen Swift, Roberto Tonelli, and Michele Marchesi

Insights into the Perceived Benefits of Kanban in Software Companies:
   Practitioners’ Views ................................................................. 156
   Muhammad Ovais Ahmad, Jouni Markkula, and Markku Oivo

Key Challenges in Software Startups Across Life Cycle Stages. . . . . . . . . . . 169
   Xiaofeng Wang, Henry Edison, Sohaib Shahid Bajwa, Carmine Giardino, and Pekka Abrahamsson

Experience Reports

Mob Programming: Find Fun Faster ............................................ 185
   Karel Boekhout

Agile Testing on an Online Betting Application .......................... 193
   Nuno Gouveia

Pause, Reflect and Act, the Pursuit of Continuous Transformation. ........ 201
   Sandeep Hublikar and Shrikanth Hampiholi

Smoothing the Transition from Agile Software Development to Agile
   Software Maintenance .............................................................. 209
   Stephen McCalden, Mark Tumilty, and David Bustard

University of Vienna’s U:SPACE Turning Around a Failed Large Project
   by Becoming Agile ................................................................. 217
   Bernhard Pieber, Kerstin Ohler, and Matthias Ehegötz

The Journey Continues: Discovering My Role as an Architect
   in an Agile Environment .......................................................... 226
   Avraham Poupko

Lessons Learned from a Failed Attempt at Distributed Agile ............... 235
   Mark Rajpal

Tailoring Agile in the Large: Experience and Reflections
   from a Large-Scale Agile Software Development Project ............. 244
   Knut H. Rolland, Vidar Mikkelsen, and Alexander Ness

Hire an Apprentice: Evolutionary Learning at the 7digital
   Technical Academy ................................................................. 252
   Paul Shannon and Miles Pool
How XP Can Improve the Experiences of Female Software Developers........... 261

Clare Sudbery

Pair-Programming from a Beginner’s Perspective ......................... 270

Irina Tsyganok

Empirical Studies Papers

Empirical Research Plan: Effects of Sketching on Program Comprehension ... 281

Sebastian Baltes and Stefan Wagner

The 4+1 Principles of Software Safety Assurance and Their Implications for Scrum .............................................................. 286

Osama Doss and Tim Kelly

Development Tools Usage Inside Out ...................................... 291

Marko Gasparic, Andrea Janes, and Francesco Ricci

Pitfalls of Kanban in Brownfield and Greenfield Software Development Projects .............................................................. 296

Muhammad Ovais Ahmad, Jouni Markkula, and Markku Oivo

Towards a Lean Approach to Reduce Code Smells Injection:
An Empirical Study ............................................................. 300

Davide Taibi, Andrea Janes, and Valentina Lenarduzzi

Doctoral Symposium Papers

Towards a More User-Centred Agile Development ...................... 307

Silvia Bordin

Responding to Change: Agile-in-the-large, Approaches 
and Their Consequences ....................................................... 312

Kelsey van Haaster

Hybrid Effort Estimation of Changes in Agile Software Development ...... 316

Binish Tanveer


Kathrine Vestues

Architecting Activities Evolution and Emergence in Agile Software Development: An Empirical Investigation: Initial Research Proposal ... 326

Muhammad Waseem and Naveed Ikram

Author Index ................................................................. 333
Agile Processes, in Software Engineering, and Extreme Programming
17th International Conference, XP 2016, Edinburgh, UK,
May 24-27, 2016, Proceedings
Sharp, H.; Hall, T. (Eds.)
2016, XIII, 334 p. 37 illus., Softcover
ISBN: 978-3-319-33514-8