

# **EXTREME CHANGE**

## **HOW TO BUILD SOFTWARE IN A WORLD OF ACCELERATING CHANGE**

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### **ABSTRACT**

Too many large organizations have been making the same software engineering mistakes for decades. They start by asking users exactly what they want. Then programmers design and build software with those features. Done. But not so fast. Users change their minds, business stakeholders have new ideas, and the market shifts beneath us. So what does done look like? And how do we make sure the software we're building is valuable?

This is where Agile software development comes in. At Pivotal we practice a particular type of Agile called Extreme Programming or XP. Rather than planning, analyzing, and designing whole systems before they're built, we work diligently to reduce the cost of change and build them one small step at a time..

### **BIOGRAPHY**



Samuel Mikel Bowles is a Director for Pivotal Labs in San Francisco. In this role, he has helped train companies, from small startups like Eero to large enterprises like GE, Intel, and Chevron, to establish high-functioning software teams. He has lead teams in delivering over a hundred software products which are used by thousands of businesses and millions of users.

Prior to joining Pivotal Labs, Samuel held a number of senior leadership and design positions both nationally and internationally. Most recently he served as the Vice President of the software consultancy Mutually Human. He has also served as a board member and Director of Operations for the Information Architecture Institute and has an investment in Chicago-based health-care startup Human Practice.

Samuel speaks internationally on how Agile and Lean can be applied to the practice of software design and development. During a seven year period between 2003 and 2010, he lived in Spain and put his experience to work for a non-profit organization providing communication services to North African aid organizations.