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Nota di contenuto	Agile Adoption -- An Agile Implementation and Expansive Learning: Identifying Contradictions and their Resolution using an Activity Theory Perspective -- Onboarding: How Newcomers Integrate into an Agile Project Team -- Agile Practices -- Combining User-Centered Design and Lean Startup with Agile Software Development: A Case Study of Two Agile Teams -- Agile software development practices and success in outsourced projects: The moderating role of requirements risk -- On the Use of Design Thinking: A Survey of the Brazilian Agile Software Development Community -- Characterising the Quality of Behaviour- Driven Development Specifications -- "I don't understand!": Toward a Model to Evaluate the Role of User Story Quality -- Large-Scale Agile -- Large-Scale Agile Transformation: A case study of transforming business, development and operations -- Improving Risk Management in a Scaled Agile Environment -- The Business of Agile -- "When in Rome, Do as the Romans Do": Cultural Barriers to Being Agile in

Distributed Teams -- A Quantitative Exploration of the 9-Factor Theory: Distribution of Leadership Roles between Scrum Master and Agile Team -- Group dynamics challenges for agile leaders: The importance of team design -- "This is just a prototype": How Ethics Are Ignored in Software Startup-like Environments -- Hypotheses Elicitation in Early-Stage Software Startups Based on Cognitive Mapping -- Agile and Testing -- Results from a Replicated Experiment on the Affective Reactions of Novice Developers when Applying Test-Driven Development -- Survey on System Testing Methodologies. .

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## Sommario/riassunto

This open access book constitutes the proceedings of the 21st International Conference on Agile Software Development, XP 2020, which was planned to be held during June 8-12, 2020, at the IT University of Copenhagen, Denmark. However, due to the COVID-19 pandemic the conference was postponed until an undetermined date. XP is the premier agile software development conference combining research and practice. It is a hybrid forum where agile researchers, academics, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. Following this history, for both researchers and seasoned practitioners XP 2020 provided an informal environment to network, share, and discover trends in Agile for the next 20 years. The 14 full and 2 short papers presented in this volume were carefully reviewed and selected from 37 submissions. They were organized in topical sections named: agile adoption; agile practices; large-scale agile; the business of agile; and agile and testing. .

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