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Live Seminar Series

Mitigating Risk with Agile Development

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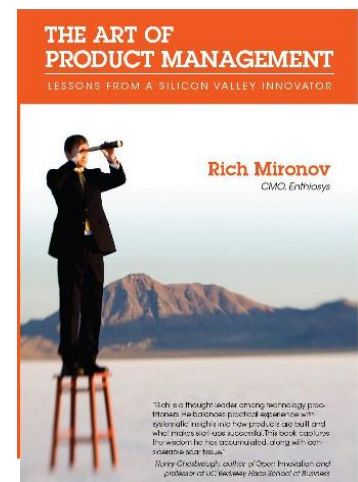
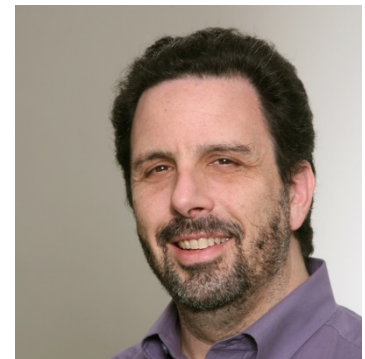
enthiosys

RALLY

About Rich Mironov

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- CMO at Enthiosys, agile product mgmt consultancy
 - Business models/pricing, roadmaps
 - Agile transformation and Interim product exec
 - Innovation Games® and customer needs
- Chair of Agile 2009 PM/PO stage
- Repeat offender at software prod mgmt
 - Tandem, Sybase, four start-ups
- “*The Art of Product Management*” and monthly agile product blog



What is Agile?

- Umbrella term describing sets of software project management and engineering methods/practices
 - Incremental, iterative and collaborative, rather than distinct stages
 - More frequent delivery of smaller, valuable increments
 - Building quality in, not adding it at the end
 - Goal of potentially shippable at every iteration
 - Active user involvement (or customer proxy)
 - Agile teams must be empowered and self-motivating

- Part philosophy and religion
- Part process, tools, techniques, methods
- Part organizational design

Agile is an Umbrella

agile methods

Scrum	Extreme Programming (XP)	Agile Project Management Framework (APM)	Crystal Methods	Dynamic Systems Development Model (DSDM)
Rational Unified Process (RUP)	Feature Driven Development (FDD)	Lean Development	Rapid Application Development (RAD)	...

- Roots in Toyota Production System
 - *“Create a continuous process flow to bring problems to the surface”*
 - *“Level out the workload”*
 - *“Build a culture of stopping to fix problems, to get quality right the first time”*
 - *“Become a learning organization through relentless reflection and continuous improvement”*



Source: Liker, Jeffrey (2004). "The 14 Principles Of The Toyota Way: An Executive Summary of the Culture Behind TPS".

The Agile Manifesto (2001)

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- ***Individuals and interactions*** over processes and tools
- ***Working software*** over comprehensive documentation
- ***Customer collaboration*** over contract negotiation
- ***Responding to change*** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

www.agilemanifesto.org

12 Agile Principles

1. Our highest priority is to satisfy the **customer** through early and continuous delivery of **valuable** software.
2. Welcome **changing requirements**, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the **shorter time scale**.
4. Business people and developers must **work together** daily throughout the project.

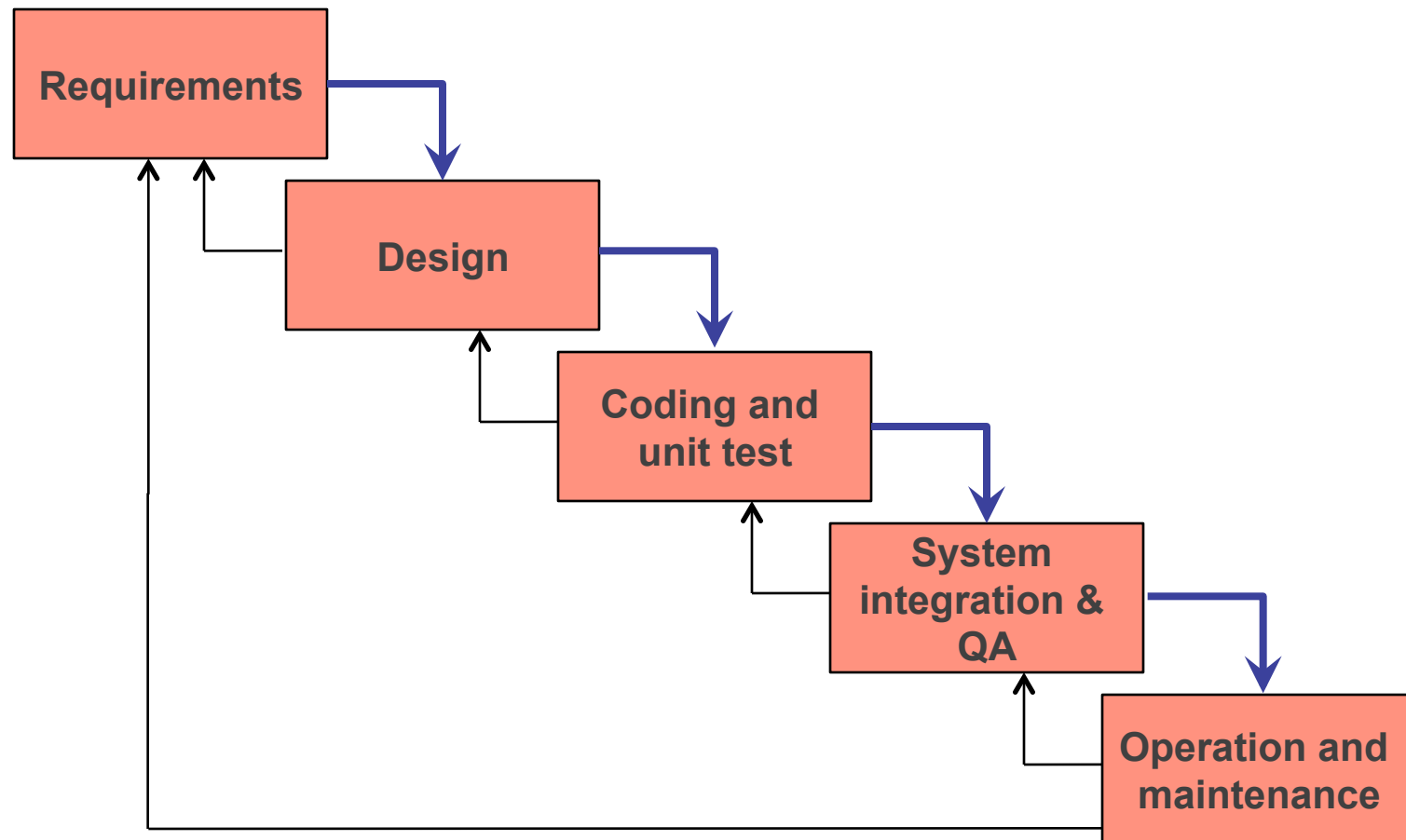
12 Agile Principles

5. Build projects around **motivated individuals**. Give them the environment and support they need, and **trust** them to get the job done.
6. The most efficient and effective method of **conveying information** to and within a development team is face-to-face conversation.
7. **Working software** is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

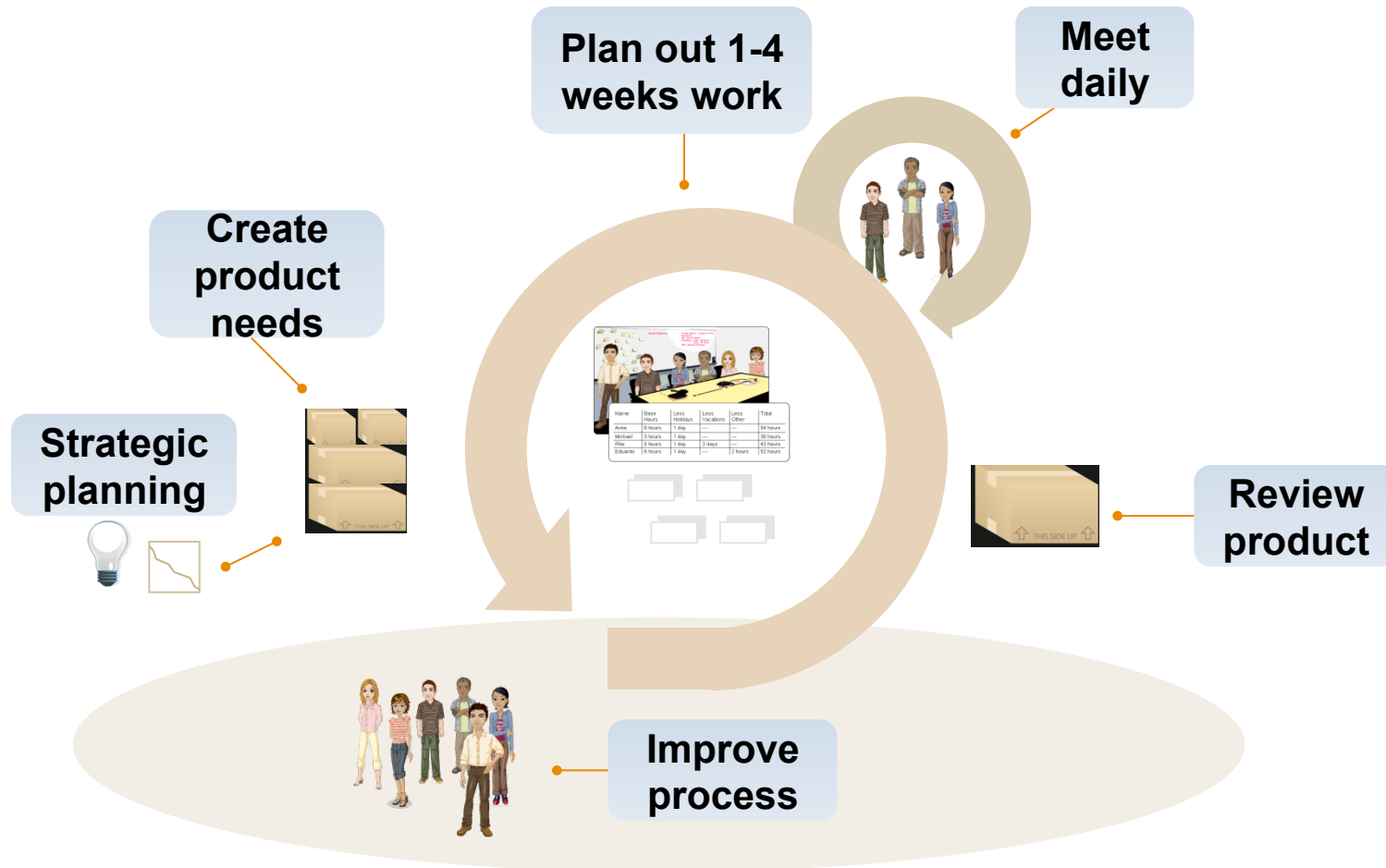
12 Agile Principles

9. Continuous attention to **technical excellence and good design** enhances agility.
10. Simplicity - the art of maximizing the amount of **work not done** - is essential.
11. The best architectures, requirements and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to **become more effective**, then tunes and adjusts its behavior accordingly.

Waterfall: Linear, Cascading

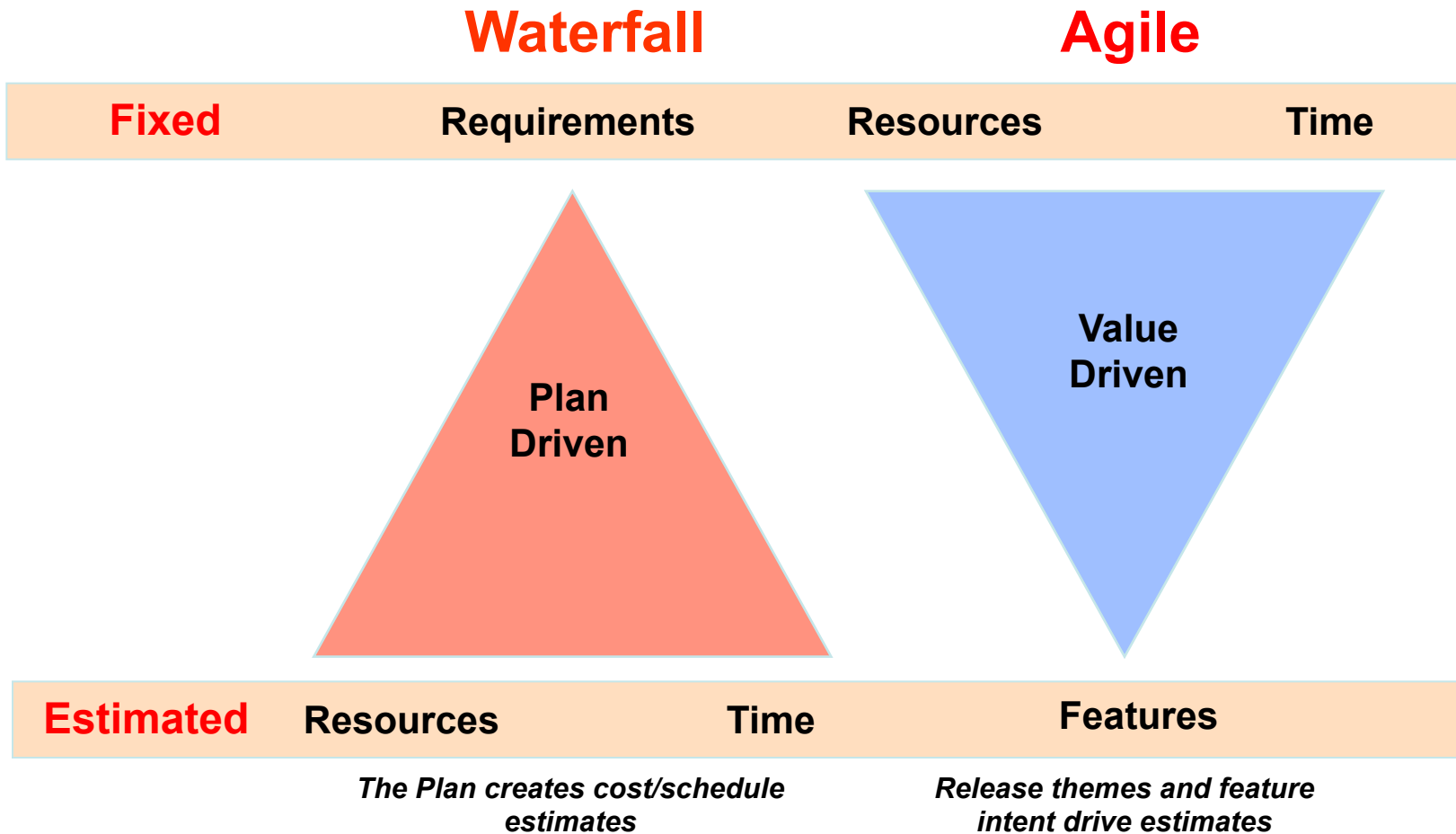


Agile (Scrum) Model

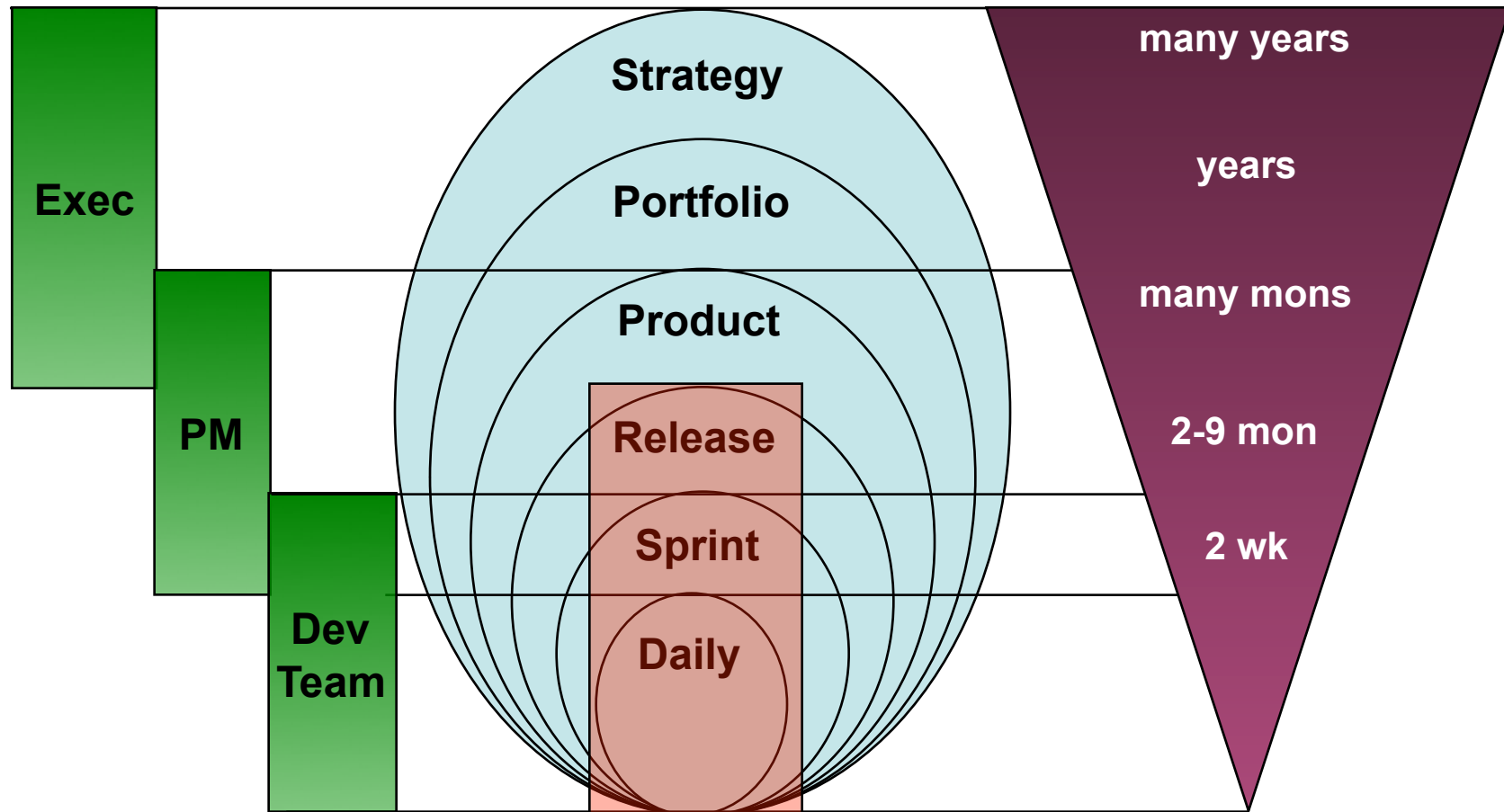


After: Gabrielle Benefield

Fixed Vs. Variable



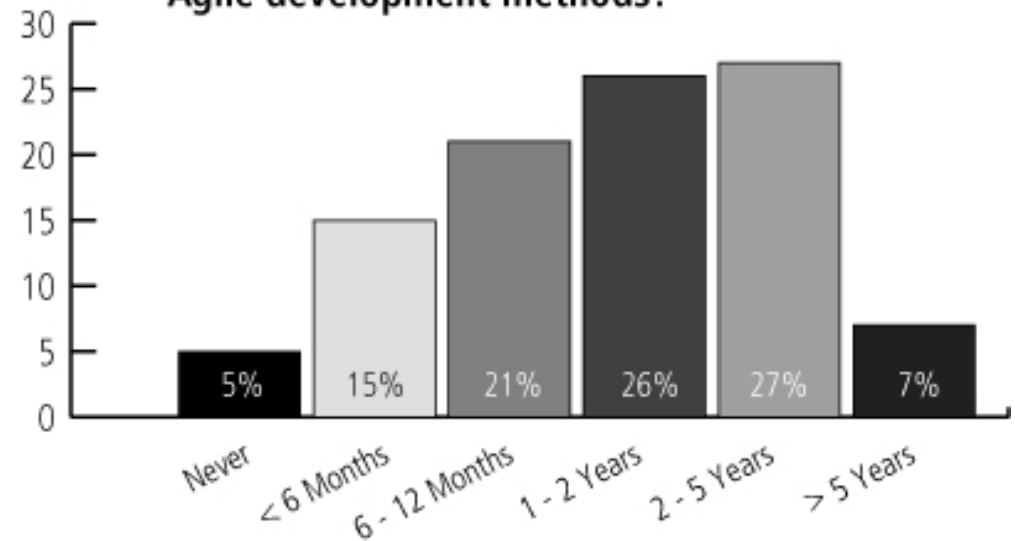
Planning Time Horizons



State of Agile Today

- Most companies early in agile adoption cycle
- Pockets of pioneers
- Often distributed teams
- Some examples of fully scaled-up divisions
- Highlights need for portfolio-level planning

How long has your company been practicing Agile development methods?



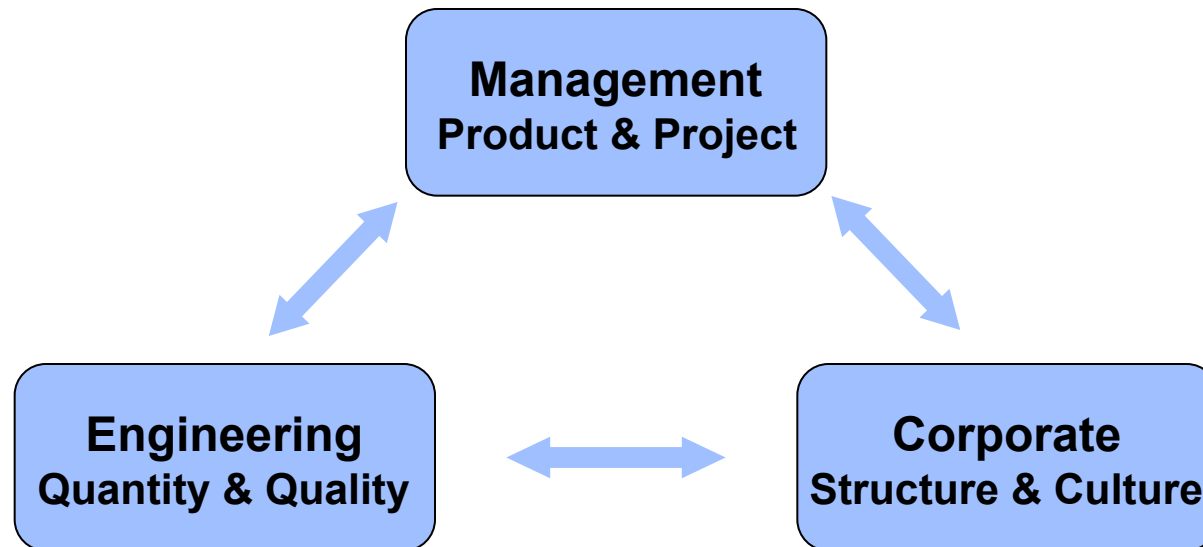
Data from VersionOne

- Shorter development cycles
- Strategic flexibility
- Deeper connection and alignment with markets
- Improved team morale
- Greater profitability

But requires investment, leadership and patience

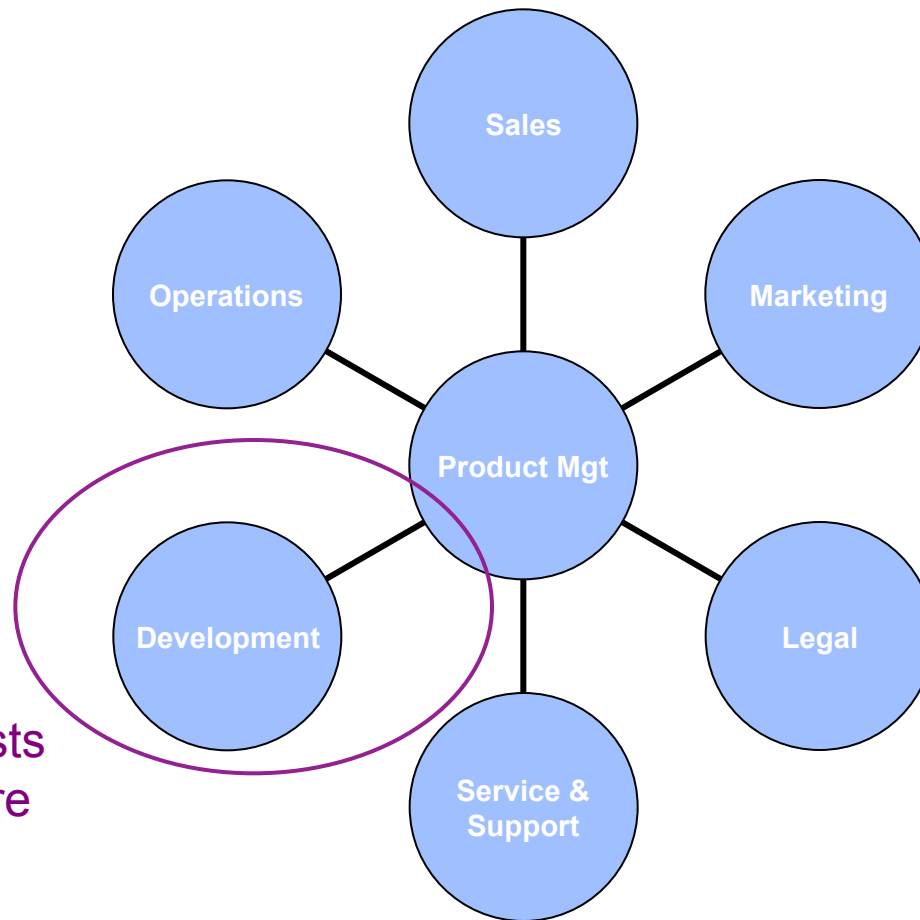
- Agile is about changing ***the way people work***
 - *Not* just the tools they use
 - *Not* just units of work or development sequence
- Organizational change takes time
 - A successful 300-person Eng team took 18+ months
- Executives need to drive organizational issues and expectations
 - Let teams handle their own details
- Plan for outside experts, coaches, instructors
- Some of your team won't fit with Agile

3 Legs of the Agile Stool



- Executive's key tasks: build teams, set priorities
- Agile wants stable teams, fewer projects/person
 - 5-7 core technical members (dev, QA, Ops)
 - Strong intra-team leadership (product, program, requirements) may be shared
 - Pool of technical experts (architect, UI)
- At your company, how many projects is each developer assigned to? Each architect?

Whole Product Team



Most Agilists focus here

- Agile reaches well beyond development teams
- Dramatic reshaping of product management
 - Product Owner is integral to team, but part of PM
 - Intensive real-time PO role demands more PM staffing
- Strong impact on Marketing, Sales, Support
 - More, faster product deliveries stresses field/channels
 - Marketing uses personas/stories to position value
 - Roadmap flexibility changes Sales behaviors
 - Opportunity for more customer transparency
- Growing interest in applying Agile to other functions

As business leaders, we must provide:

- High-level product priorities
- Clear, current, actionable roadmaps
 - Moderately stable over time
 - Don't confuse flexibility with anarchy
- Broad and deep market input versus “top-of-mind”
 - Planned, strategic, representative
- Program management tools and reporting
 - Infrastructure: backlogs, velocity, remote teams...
 - New kinds of contention



- The best software organizations using Agile to improve results and internal satisfaction
- Blends methodology, skills, tooling, coaching and company-wide collaborative attitude
- Transformation takes time and resources
- Most impact on Engineering and Product Management
- Keep management attention on roadmap, strategic priorities, high-level goals and metrics
- Empower teams to find their way to success