



BCS London  
March 2012

# The How & Why of Agile

*or*

*What is Agile?*

*Why should we be Agile?*

*How do we become Agile?*

allan kelly

Twitter: @allankellynet

<http://www.allankelly.net>

<http://www.softwarestrategy.co.uk>

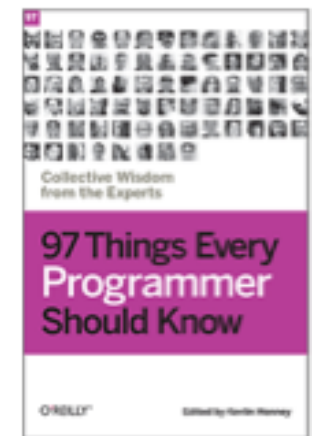
# Allan Kelly

- Coaching, Consulting & Training for Agile adoption and deepening
- Author:
  - *Changing Software Development: Learning to be Agile* (2008, Wiley)
  - **Business Patterns for Software Developers** (2012, Wiley - ISBN: 978-1119999249)



*Context Encapsulation in  
Pattern Languages of Program Design  
Volume 5, 2006*

*97 Things Every Programmer Should Know  
Henney, 2010*





slightly different



redfuse



uknetweb  
maximising potential  
minimising risk



INRstar



THOMSON REUTERS

 Packet Ship

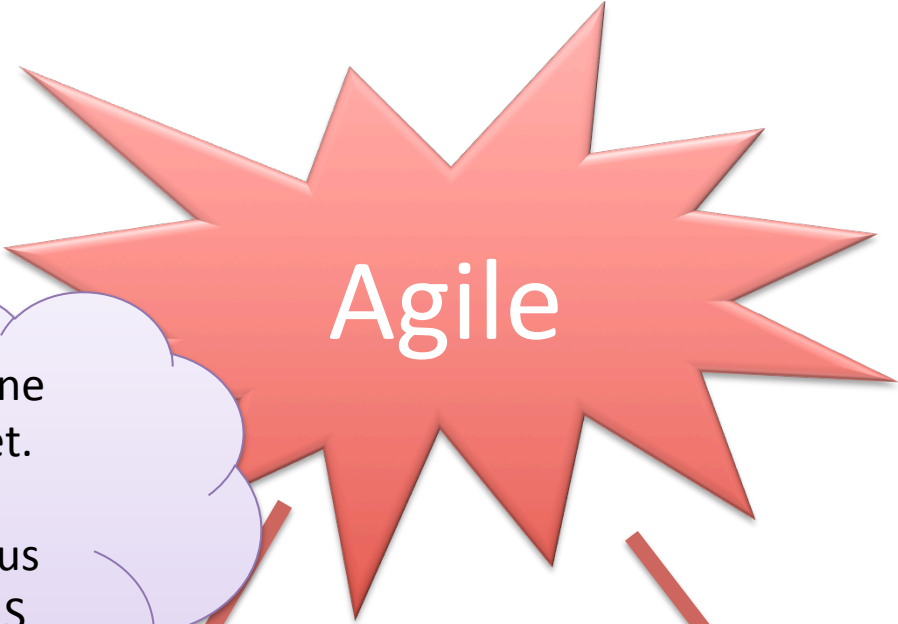


# What? Defining A

Professor Donald Sull of the London Business School ... defines [Agility] as a company's ability **consistently to identify and seize** opportunities more **quickly and effectively** than rivals.

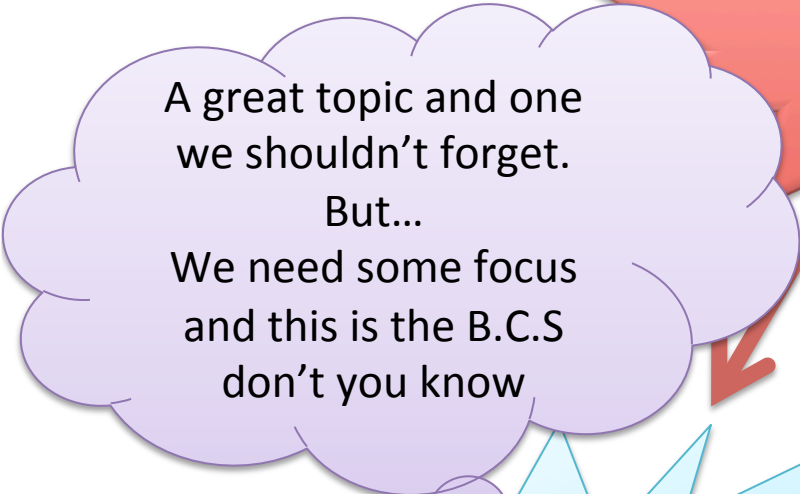
Agile is what both the latest business strategy and software development methodology aspire to be.

Financial Times, 20 November, 2007, "Agility: Flexibility takes over from planning"

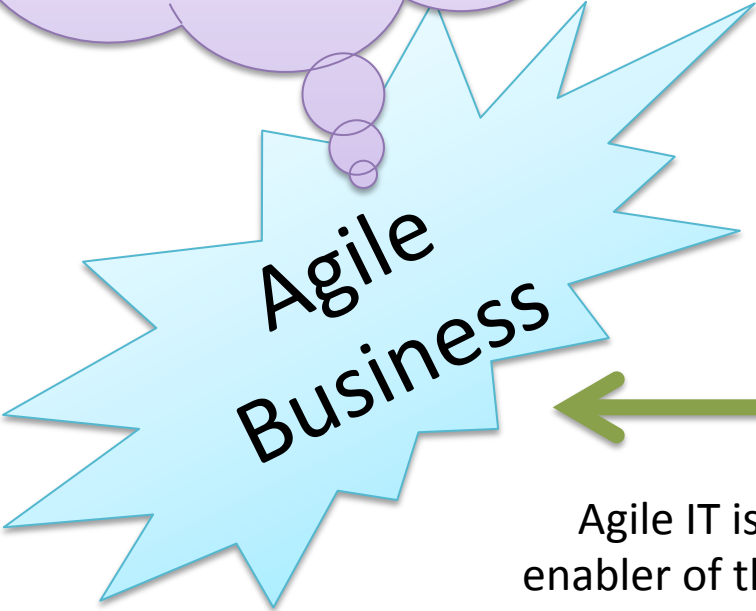


Agile

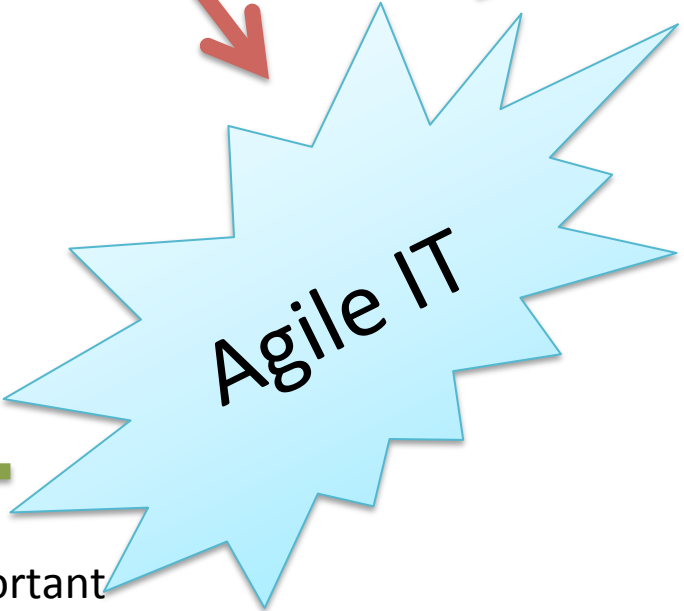
Our focus today



A great topic and one we shouldn't forget.  
But...  
We need some focus and this is the B.C.S don't you know



Agile Business



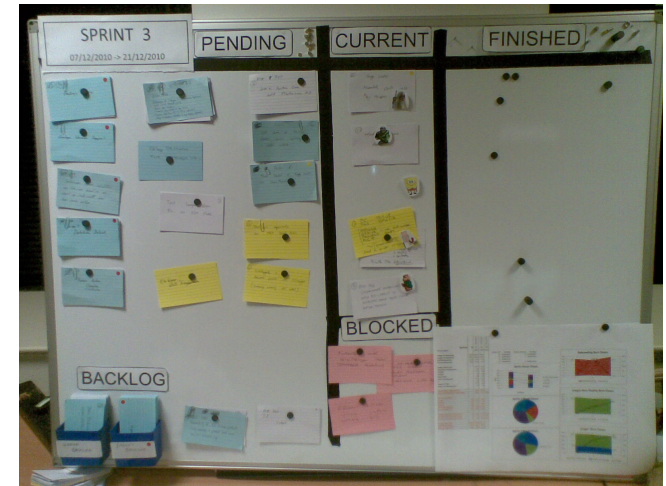
Agile IT



Agile IT is an important enabler of the Agile Business

# By the way...

- Expanding number of companies trying Agile outside software development & IT
- It looks a lot like Lean

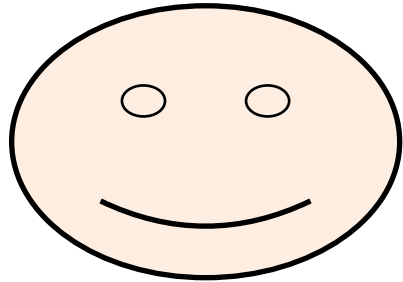


Agile Software  
Development

**Is**

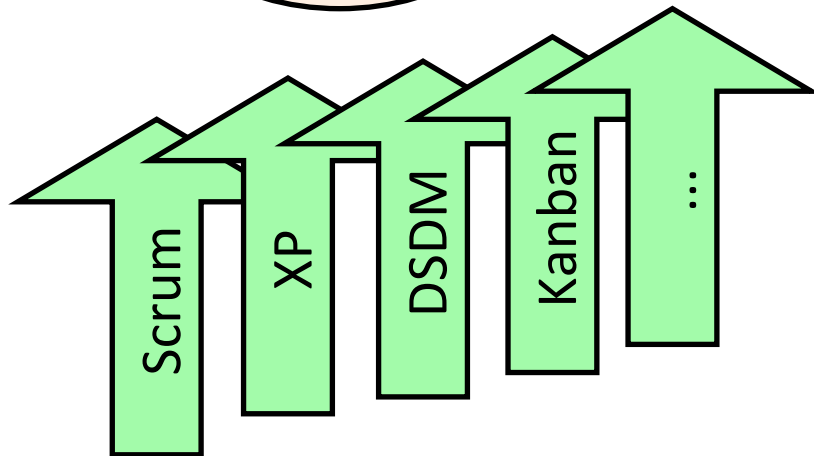
Lean applied to  
Software  
Development

# Agile, Agile methods & Agile toolkit



The State of *Agile*  
(our objective)

- Quick on our feet
- Deliver quickly
- Respond to change rapidly
- Seize opportunities



Agile Methods

Promise to create the state of Agile

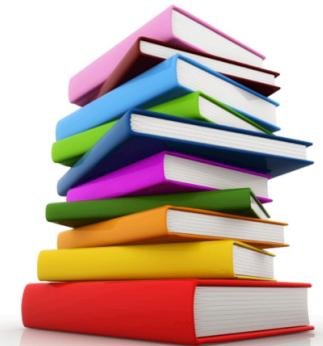
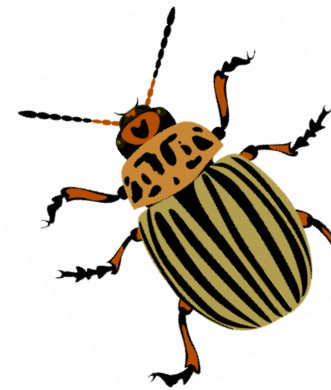


The Agile  
Toolkit

- Test Driven Development, Refactoring
- Iterations, Time boxing
- User Stories, Feature injection
- Retrospectives, ....

# Principles: Software development

- Has diseconomies of scale
  - So small batch size
- Fixing bugs is expensive
  - So high quality is important
- Documentation is expensive
  - So minimize it
- Things change
  - So start small & grow
  - Strive for adaptability over adapted
  - Deliver fast, learn, iterate



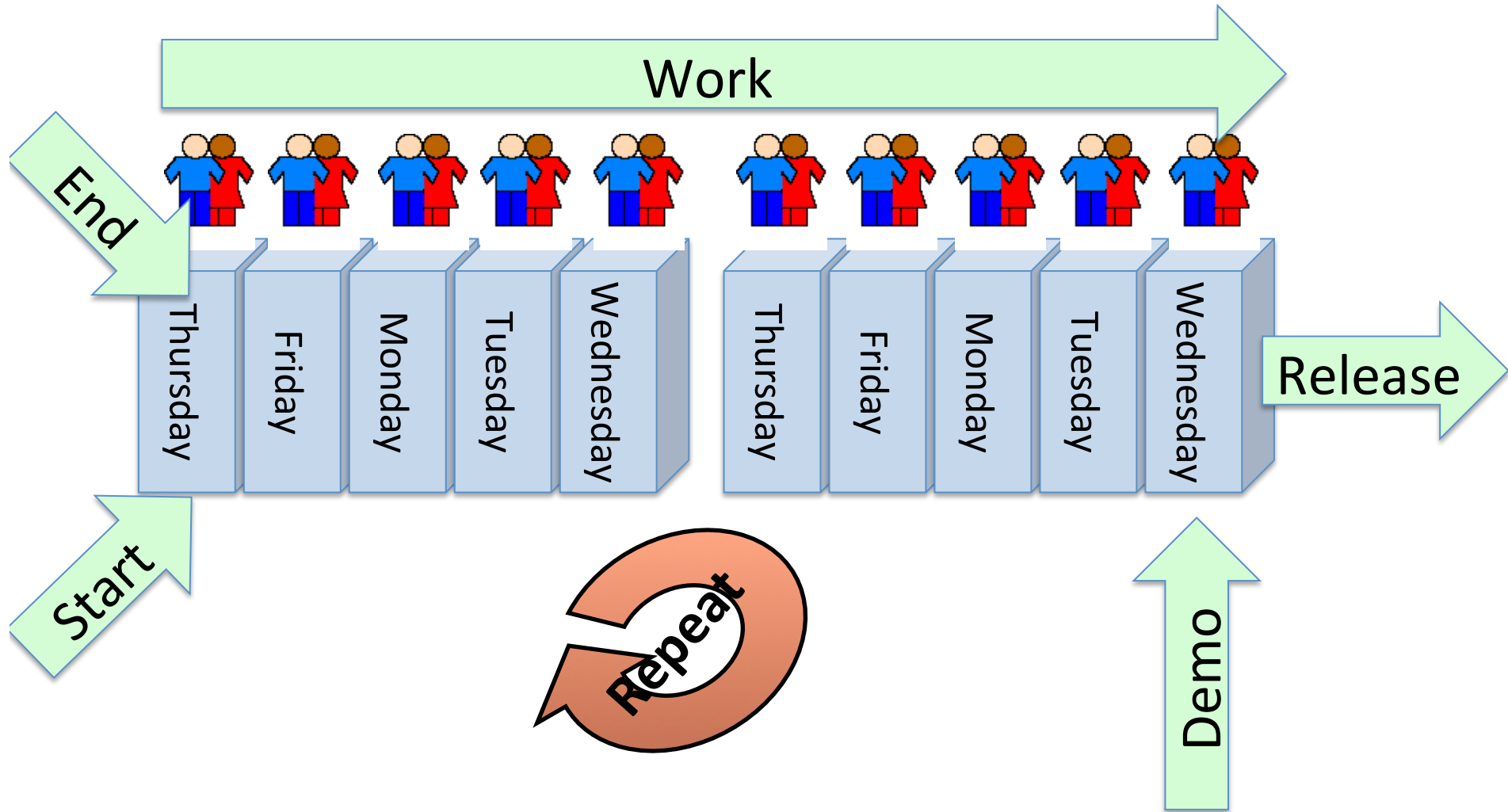
LEHMAN BROTHERS



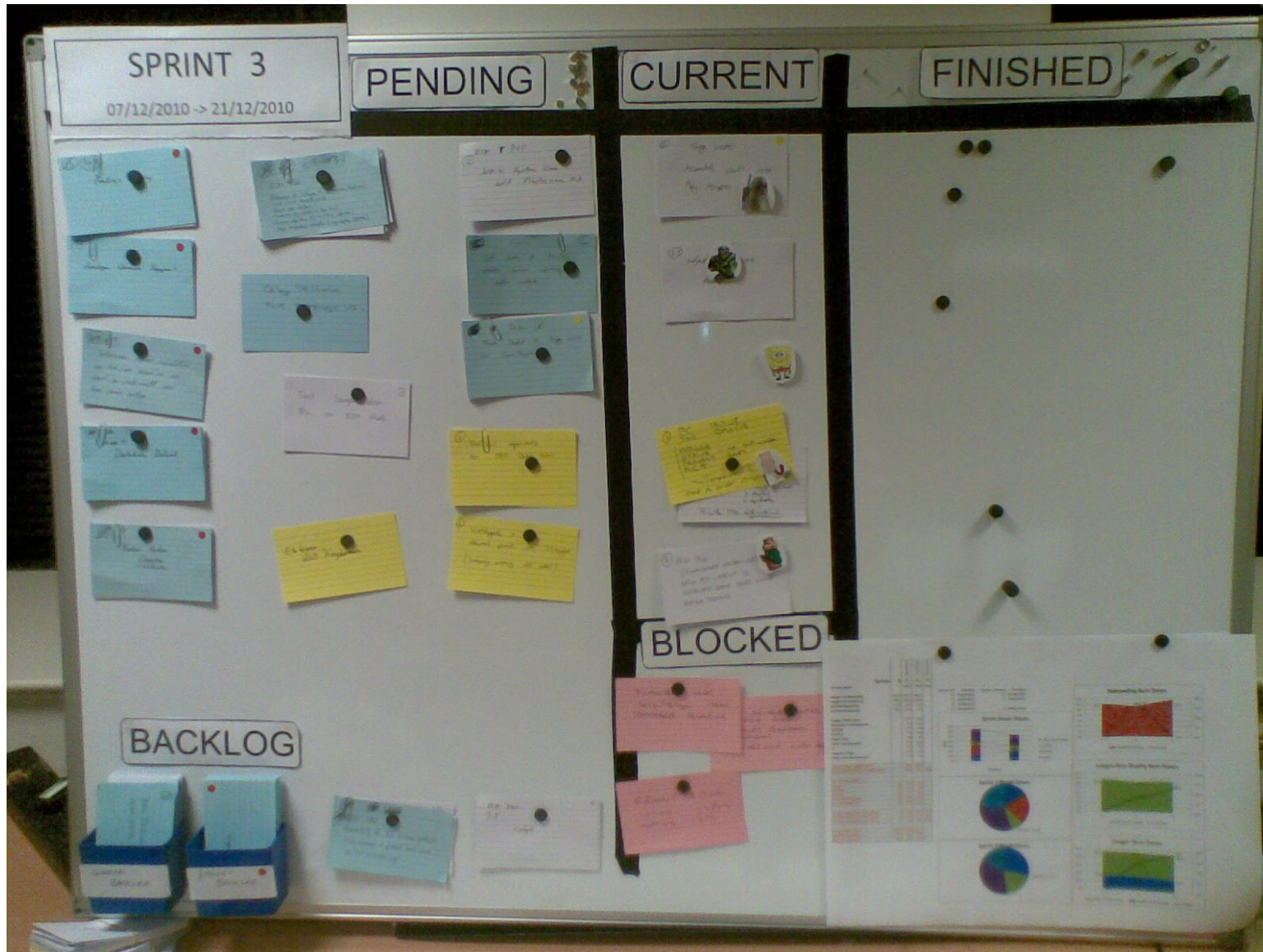
WOOLWORTHS



# Usually looks like this (Scrum/XP)



Looks like this





# Invest in Technical



Software Craftsmanship  
– Take quality seriously



Images from Wikipedia under GNU documentation license.

# Why Agile?



# Why Agile?



Process change follows technology change



	1972	2002	2012
<b>Database</b>	IMS	SQL, Oracle	NoSQL
<b>Language</b>	Cobol, Fortran	Java, C++	Ruby, JavaScript
<b>Display</b>	Green screen	Web	iPad
<b>OS</b>	OS/360	Windows NT/XP	Linux
<b>Internet nodes</b>	23 (March)	Millions	5 Billion ?

# Why be Agile?



- Reduce costs
- Reduce risk
- Avoid failure
- Productivity
- TINA ?
  - The only game in town
  - Agile is state of the art
- Fashion?
  - Everyone else is doing it?

# Why Agile?



It's the  
business, stupid

I can't think of anything more  
important than building an  
agile company, because the  
**world changes so quickly and  
unpredictably**

Michael A Cusumano  
Distinguished Professor of Management at  
the MIT Sloan School of Management



# Why be Agile?



- Greater flexibility
  - World doesn't stop
- Faster to market
  - Seize competitive opportunities
  - Faster return on investment
- Faster validation of market
  - Fail fast, fail cheap

# Why be Agile?



- Customers prefer it
  - Flexibility
  - No arguing over requirements in/out
  - Time to market
  - Opportunities to continue, stop, change
- Enable new business models

# Why be Agile?



## Today

- Agile means better
- Better delivery
- Win new clients
- Reduce risk
- Reduce failure
- IT as enabler
  - Not a blocker
  - Realize true value of IT

## Tomorrow

- Agile creates new opportunities
- New competitive advantages
- New business models (*Lean Start Up*)
- *Better* is entry level (don't leave home without it)



BBC



NTT



the

the Economist

IBM



THOMSON REUTERS

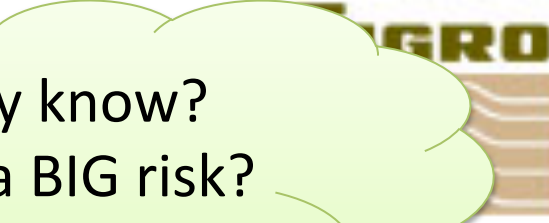
DWP Department for Work and Pensions



BRITISH AIRWAYS



HSBC



Merrill Lynch

uknetweb  
maximising potential  
minimising risk

sky



BARCLAYS  
GLOBAL INVESTORS



What do they know?  
Are they take a BIG risk?  
Stealing an advantage?

YOUR  
competitors  
are doing this

# How?

- A story....

Hard to imagine  
there was a world  
before Agile

[Agile] has changed  
the way we run the  
company

Main benefit: Time to market.  
I don't know how we would  
have done it without Agile

# 3 Sided coaching

Company: Strategy

What is the company making?  
How is the company organized?  
Advice for senior managers

Product: Process

What processes are followed?  
Are you delivering?  
Advice for teams

Code: Technical

What is the architecture? Is the code tested? Are you finding bugs?  
Advice for programmers

# Who's on first?

Company: Strategy

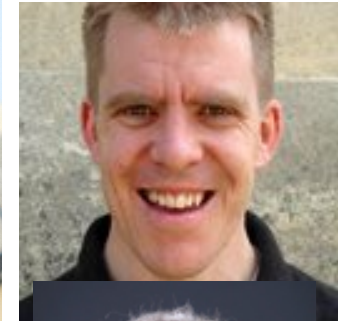
Product: Process

Code: Technical



Michael  
Barritt

Benjamin  
Mitchell



Allan Kelly



Jon Jagger

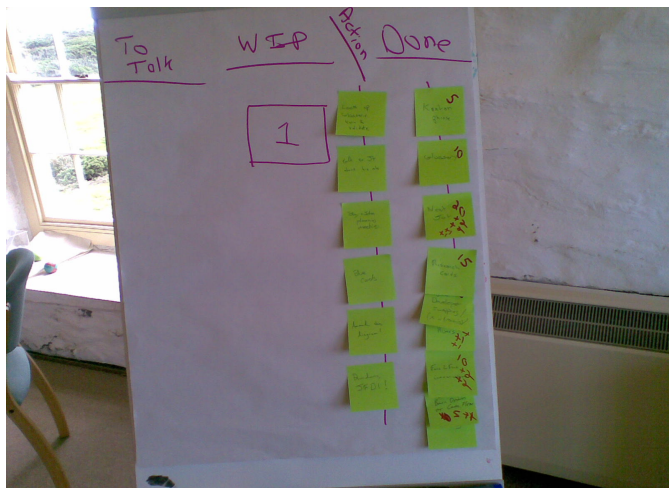


Nancy Van  
Schooenderwoert

# Training + Coaching

Light touch coaching

1. Agile Foundations training workshop
2. Process/Product Coaching (ongoing)
3. Test Driven Development Workshop
4. Technical Coaching (ongoing)





# And marketing

*Marketing know what product needs building*

*Engineering build it*

- Important to link up marketing engineering
- Build the right thing, build it right



*You know your doing something right when you get copied...*



# Don't push change - Let them pull!

- Management job is not to push change
  - Inspire people to want change
  - Support people, give them the tools





# And Time (the 4<sup>th</sup> dimension)

- Don't expect it all at once
- Different people learn at different speeds
- Iterate
  - Little and often



Thank you!

allan kelly

Software Strategy Ltd.

[www.softwarestrategy.co.uk](http://www.softwarestrategy.co.uk)

[www.allankelly.net](http://www.allankelly.net)

[allan@allankelly.net](mailto:allan@allankelly.net)

Twitter: [@allankellynet](https://twitter.com/allankellynet)



*Questions?*