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# The Future of Agile

- A look at where Agile is going

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Agile coach & consultant

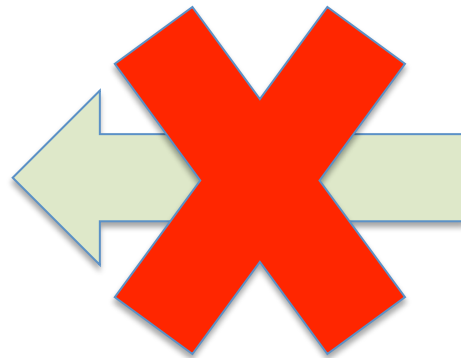
Author:

*Changing Software  
Development: Learning  
to Be Agile*



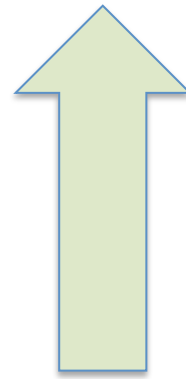
# Which way the future?

No going back  
Agile is here to stay

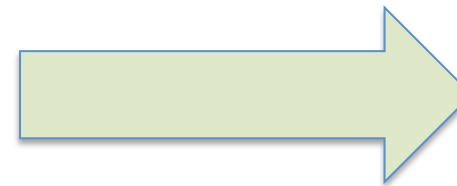


Those who have  
adopted Agile need  
to deepen practice

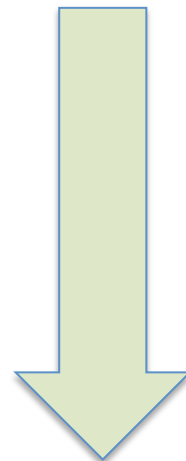
**Here  
today**

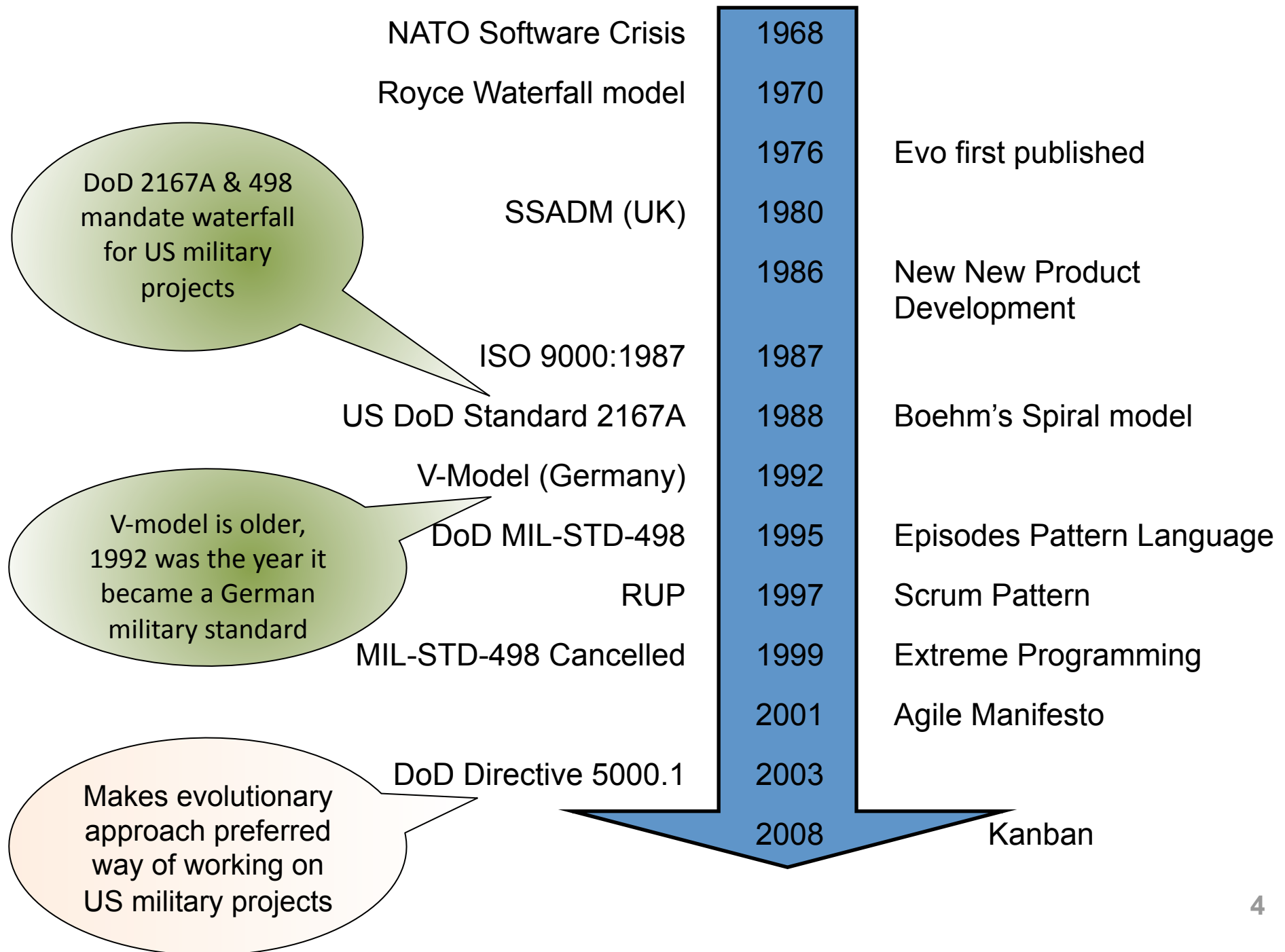


Enhancing Agile –  
latest trends



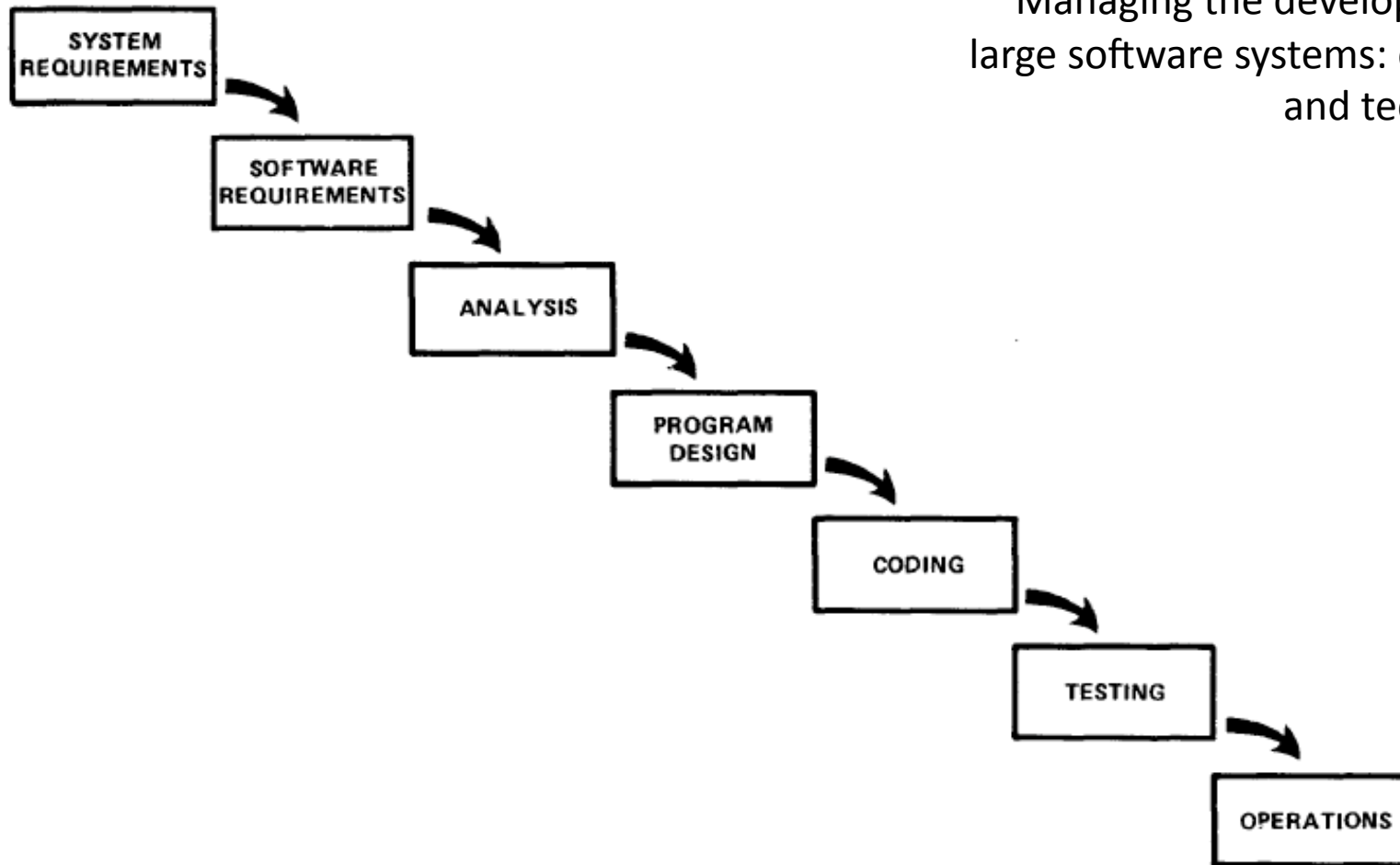
Many yet to change  
How?



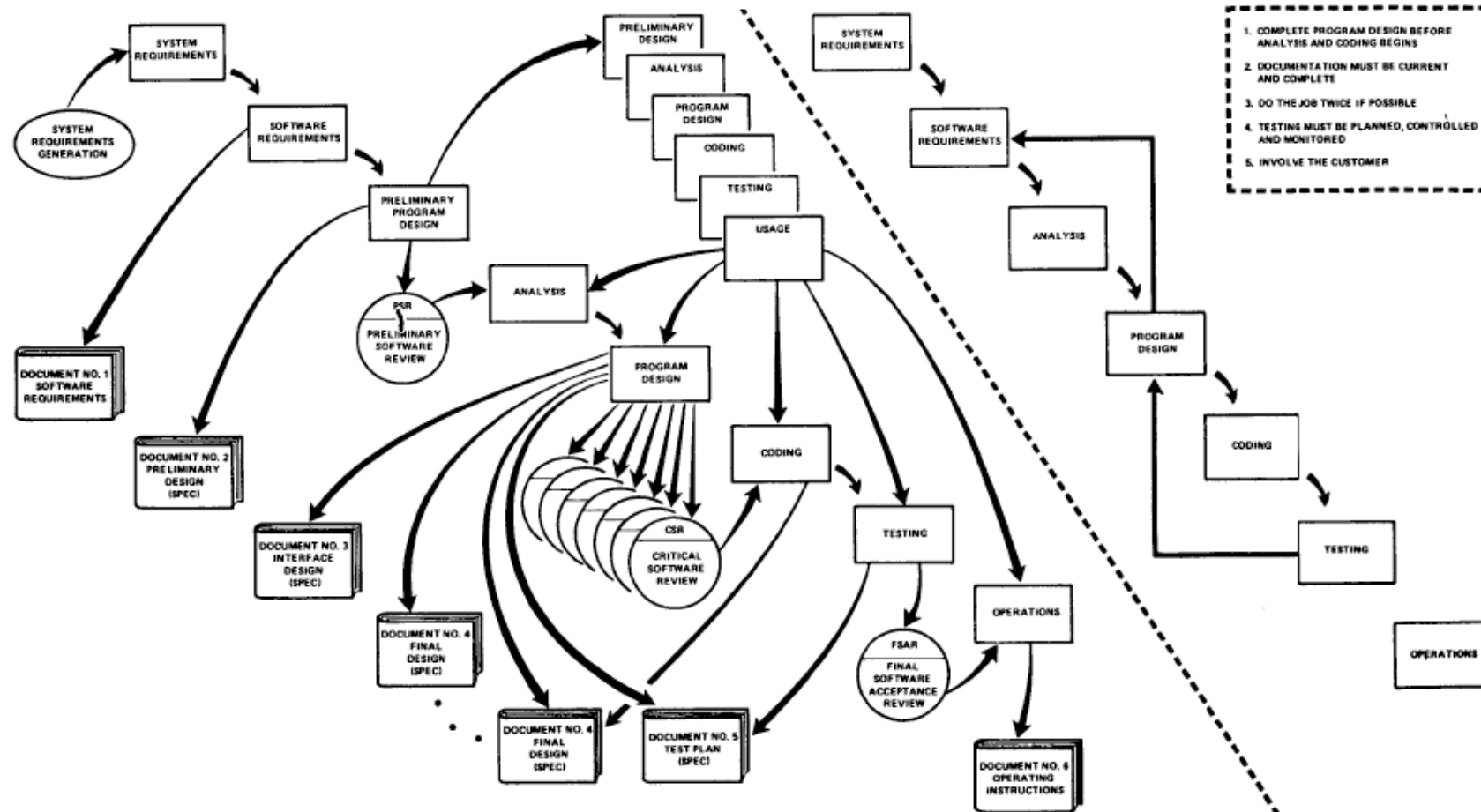


# Royce, 1970

Managing the development of  
large software systems: concepts  
and techniques

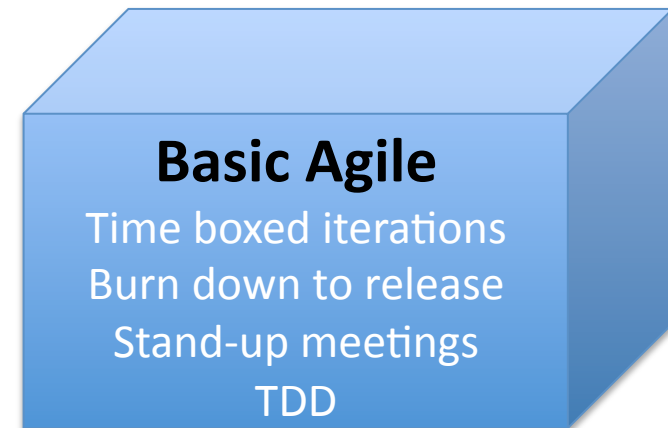
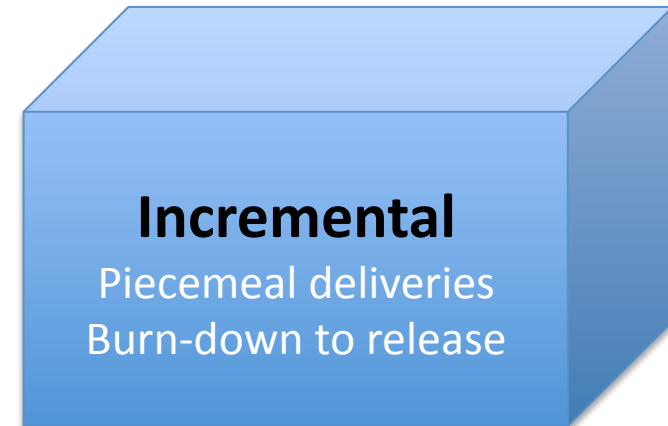
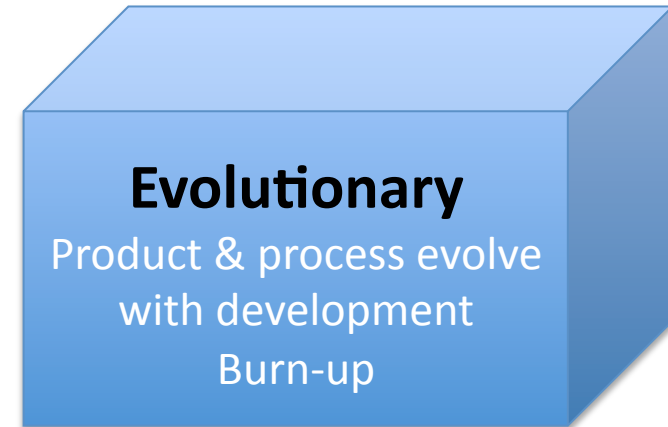


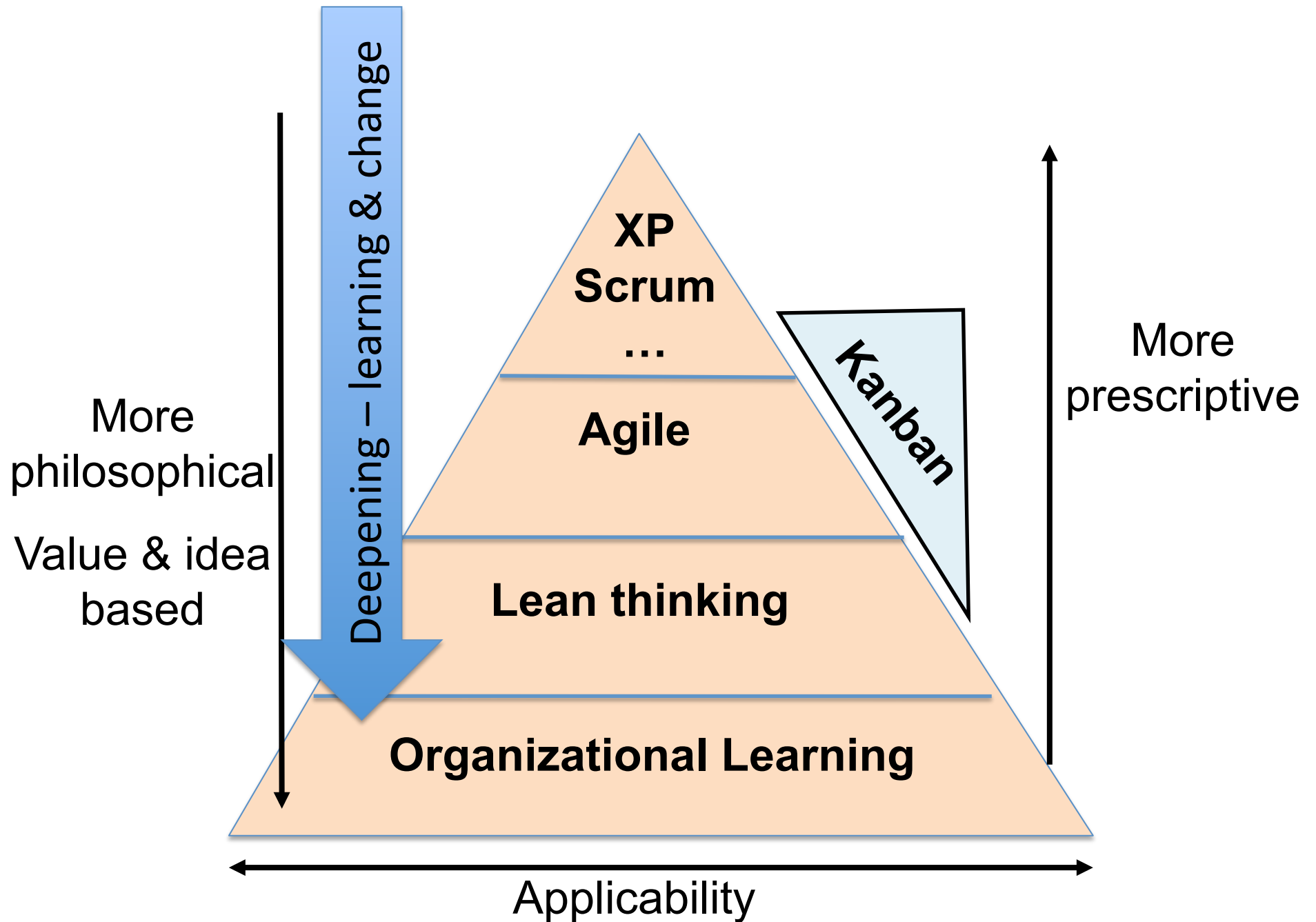
# Royce, 1970



# Deepening Agile

- Adopt more practices
- Enhance learning
- Expand boundaries
- Embrace change



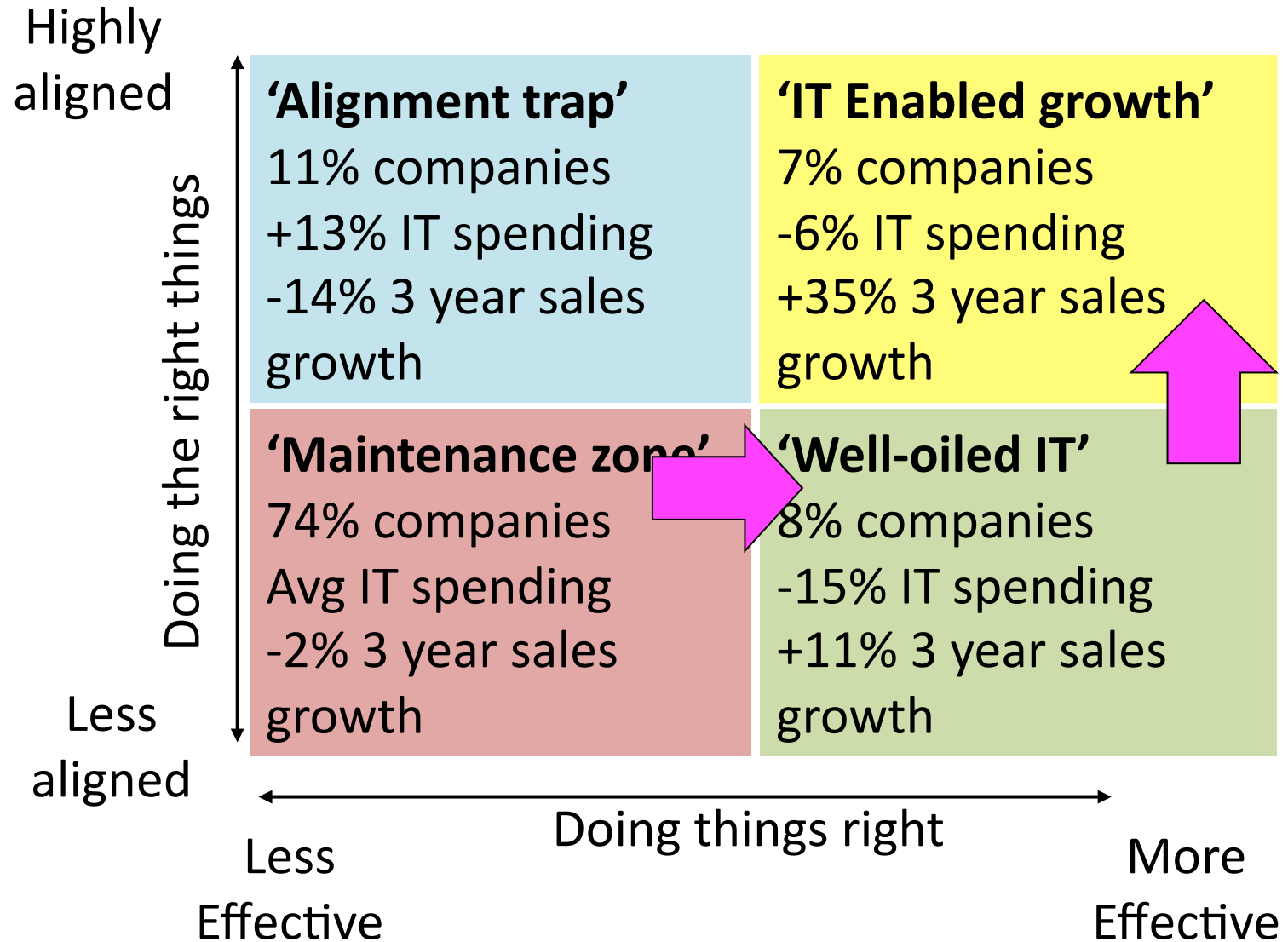




Back to the Future

*What not How*

# The Alignment Trap



Source: Shpilberg, Berez, Puryear, Shah: MIT Sloan Review, Fall 2007

# Return of the Product Owner (BA / Product Manager)

- Agile currently fixes *How*
  - Time to look again at the *What*
  - A job for the Product Owner
- User Stories are not enough
  - How do you know what to put on them?
- Features are not the only fruit
  - “Non functional” requirements
- Are you delivering business value?

What are we building?

Right Team

Did we build it right?



1:3 -> 1:7

1:3 -> 1:7



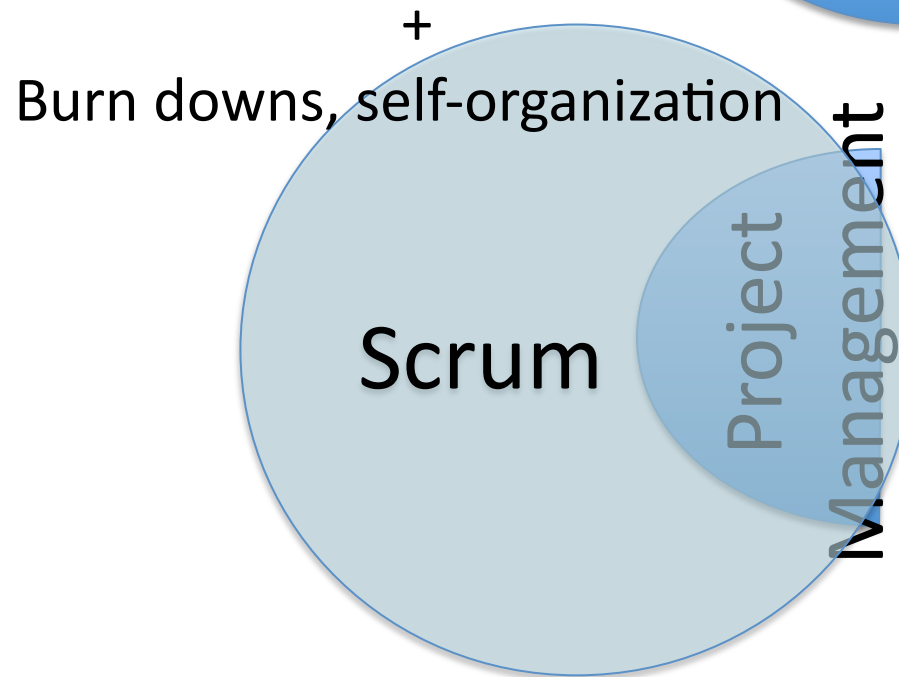
# Whence Agile?



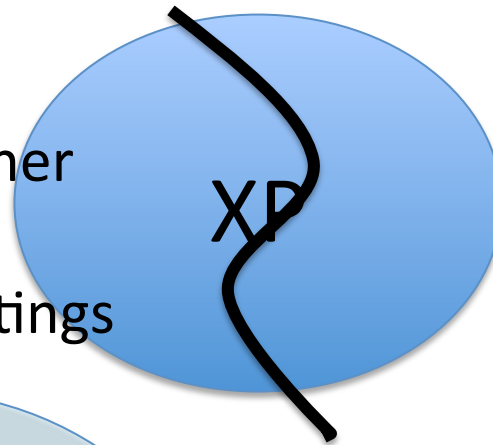
# The history & future of Agile

Pre-Agile period	< 1995	Royce, Spiral model, Evo, Episodes Prototype Scrum, XP, etc.
Lightweight interval	1995 - 99	XP, Scrum, FDD, ASP, Crystal, DSDM, ...
XP epoch	99 - 2004	Agile == XP
Scrum hegemony	2004 – 2010	Agile == Scrum Scrum Certifications
Pluralistic Agile Age	2010 - nn	Scrum still 800lb Gorilla + Lean, Kanban, Business Value (Evo), <i>Software Craftsmanship</i> , return of XP

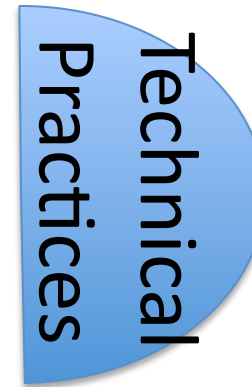
Iterations -> Sprints  
Customer -> Product Owner  
Coach -> Scrum Master  
Stand-ups, Planning meetings



Scrum succeeded where XP couldn't  
Credibility: Framework,  
Certifications, Management



Successful Scrum  
teams use XP technical  
practices  
*Others hit Scrum-Wall*

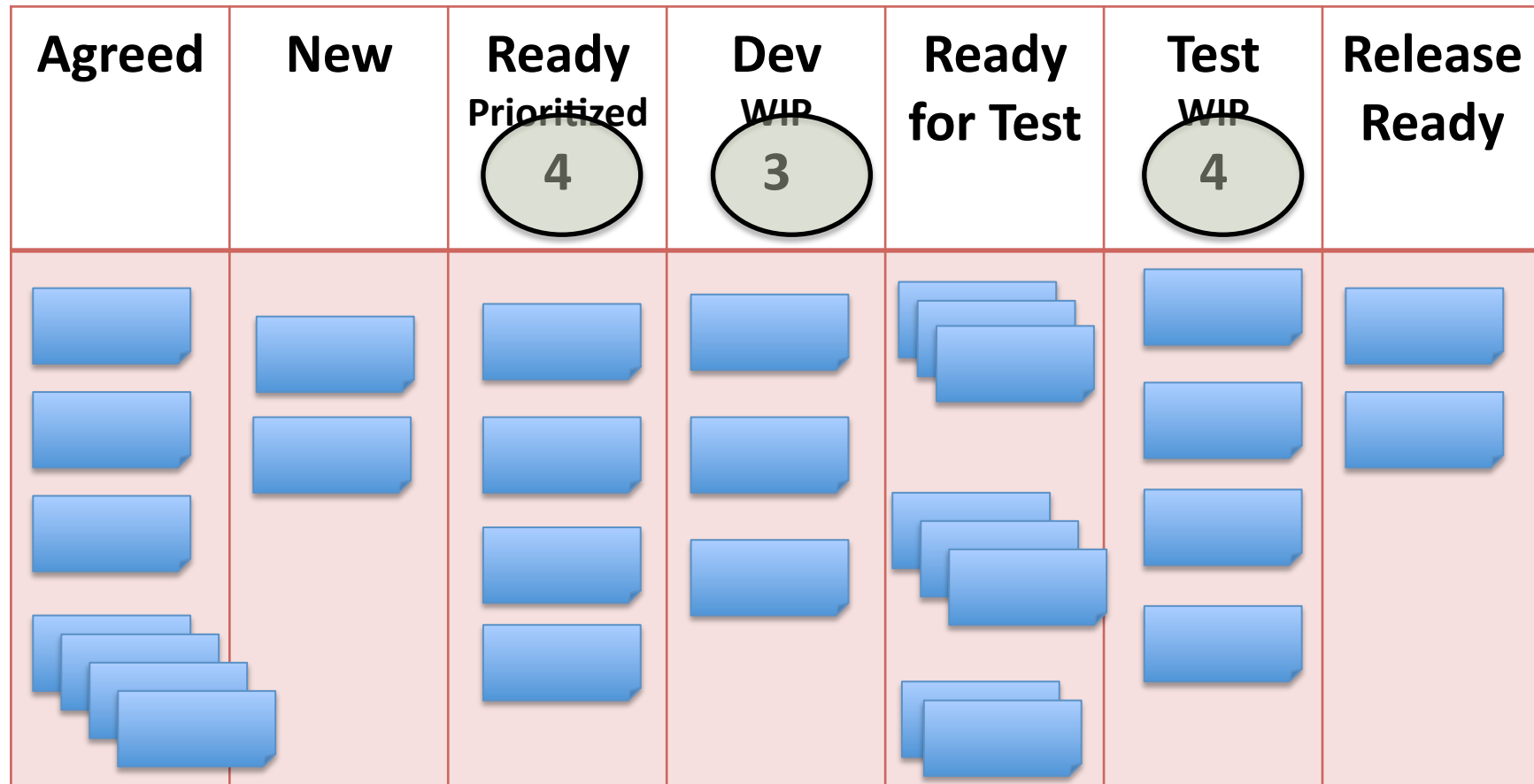


Software Craftsmanship  
movement returns  
technical practices to  
focus





# Kanban



Estimation?

Iteration?

“a subtle difference between kanban and typical agile processes such as Scrum. Scrum focuses on being agile which may (and should) lead to improving. Kanban focuses on improving, which may lead to being agile. However, being agile itself is not important - it just happens to be the best way we (or at least I) know at the moment.”

Karl Scotland, Early Kanban adopter, December 2008

# Summary

- Agile adoption continues
- Adoptees deepen practices
- Next for Agile
  - End of Scrum hegemony
  - Renewed focus on *Software Craftsmanship*
  - Rise of Kanban and Lean
  - Return of “requirements”
  - Focus on business value



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