



Sync Norwich
February 2013

Final version

The 90 minute guide to 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

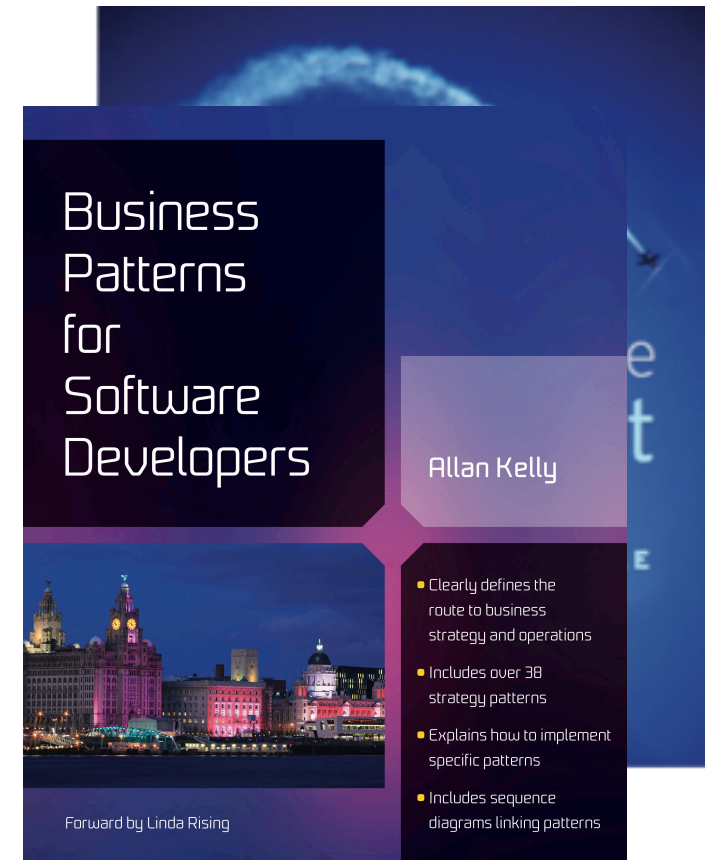
Director, Software Strategy Ltd
– Consulting & Training for Agile

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



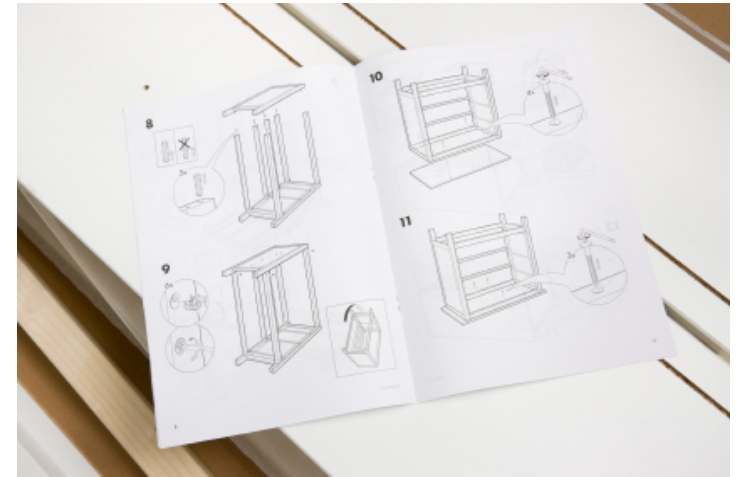


THOMSON REUTERS



Agenda...

- What is Agile?
- Why go Agile?
- How do you do Agile?
- How do I change to Agile?



... 90 minutes!

What is Agile?



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.com

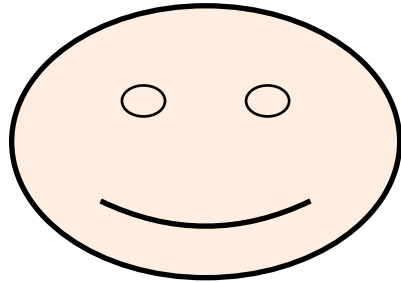
What? Defining A

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.

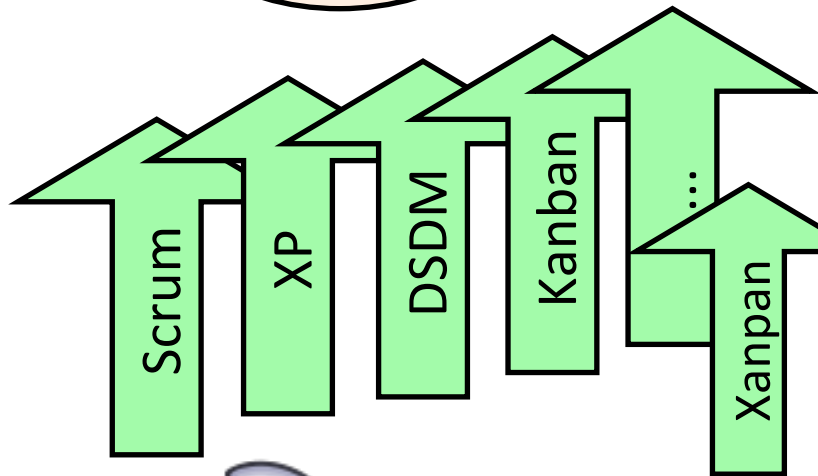
Financial Times, 20 November, 2007, "Agility: Flexibility takes over from planning"

Agile, 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,

Why Agile?



Why Agile?



Process change follows technology change



	1972	2002	2012
Database	IMS	SQL, Oracle	NoSQL
Language	Cobol, Fortran	Java, C++	Ruby, JavaScript
Display	Green screen	Web	iPad
OS	OS/360	Windows NT/XP	Linux
Internet nodes	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)



NTT



HSBC



the

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



the
Economist

your

competitors
are doing this

uknetweb
maximising potential
minimising risk



DWP Department for
Work and Pensions



THOMSON REUTERS



BRITISH AIRWAYS



How do we do Agile?

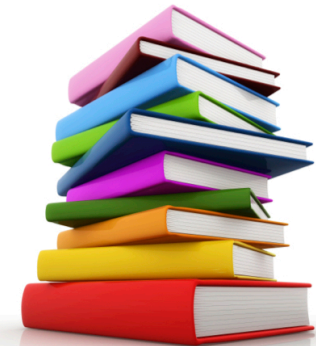


Principles: Software development

- 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

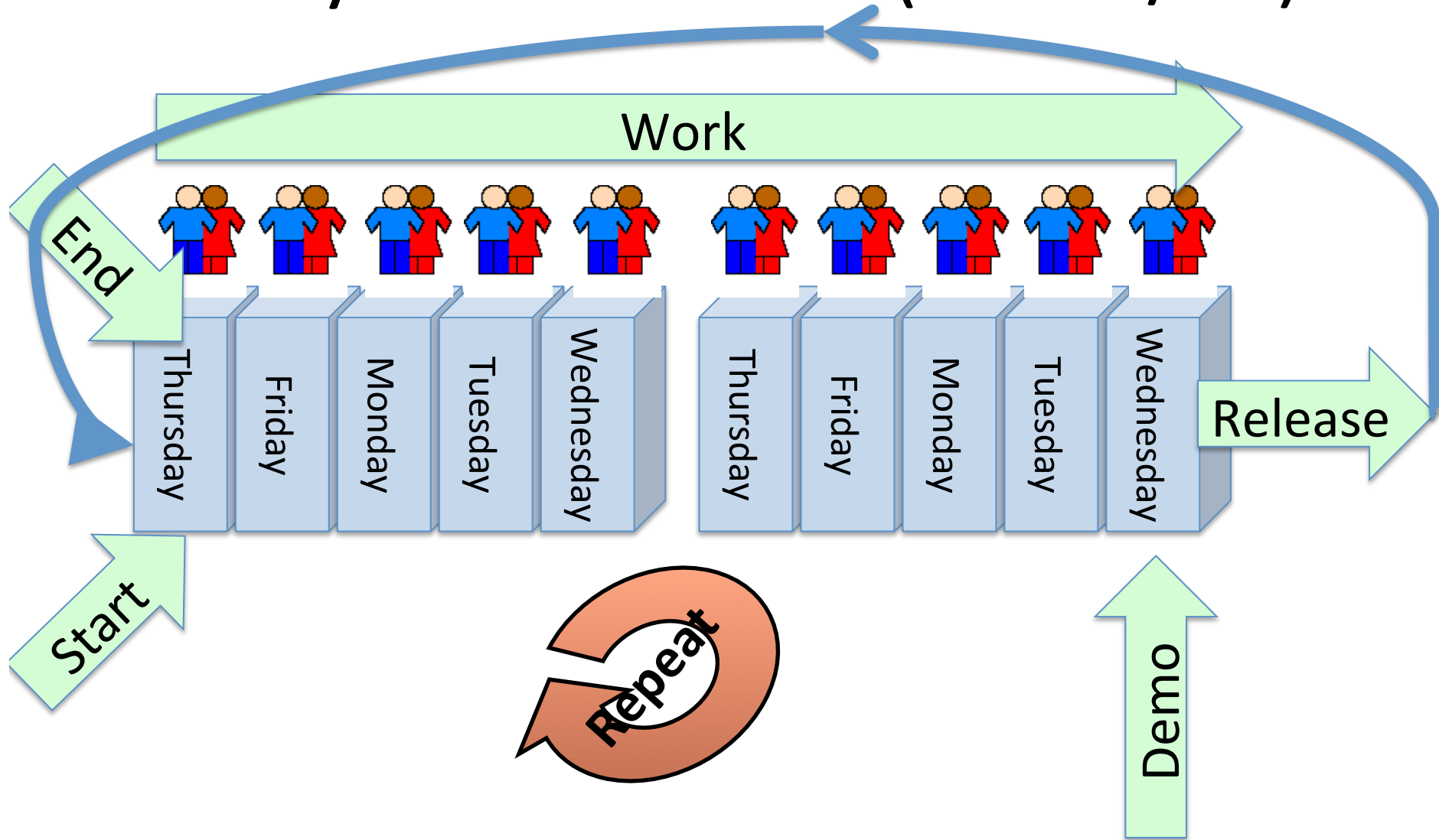


€

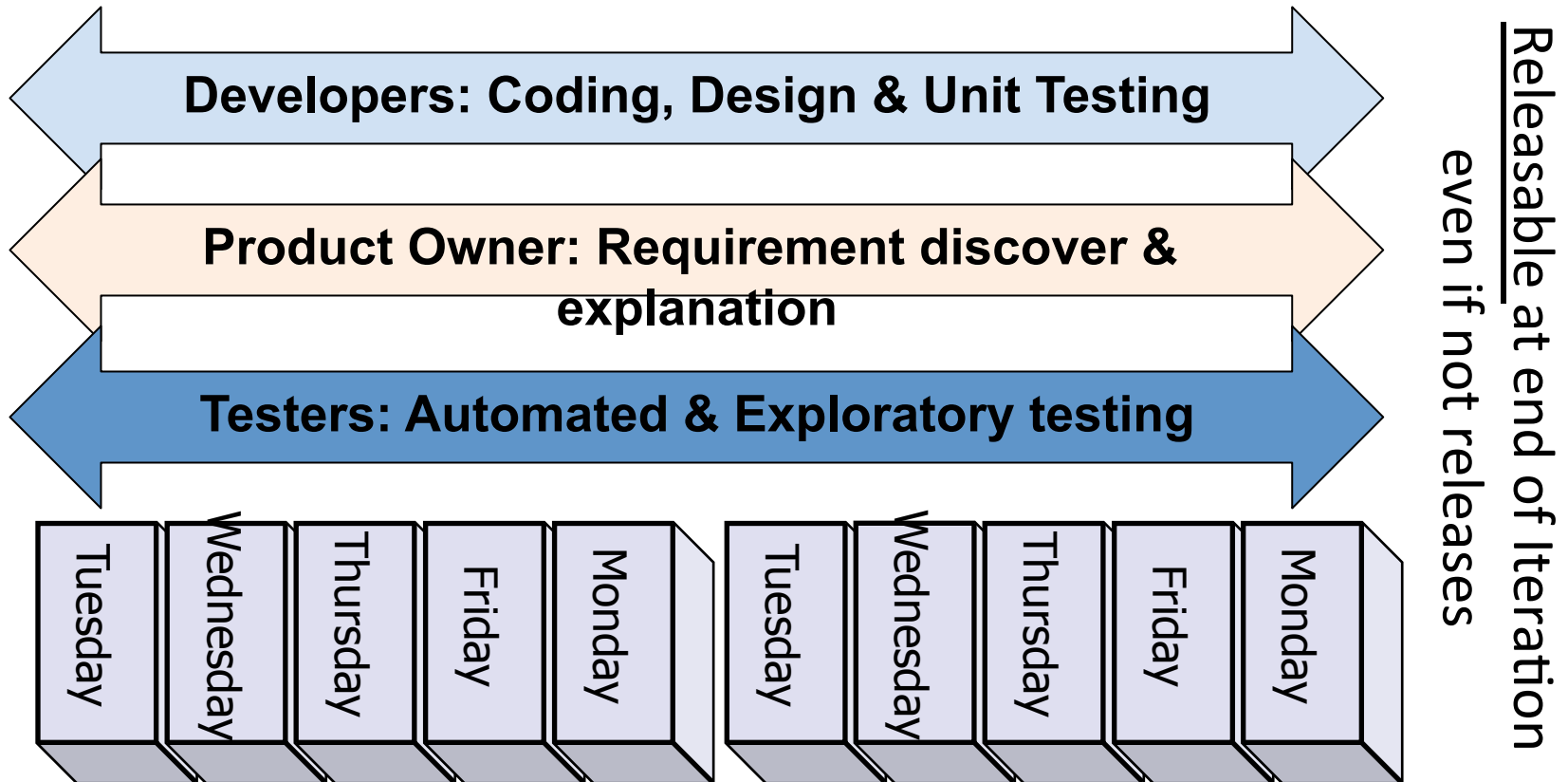


WOOLWORTHS

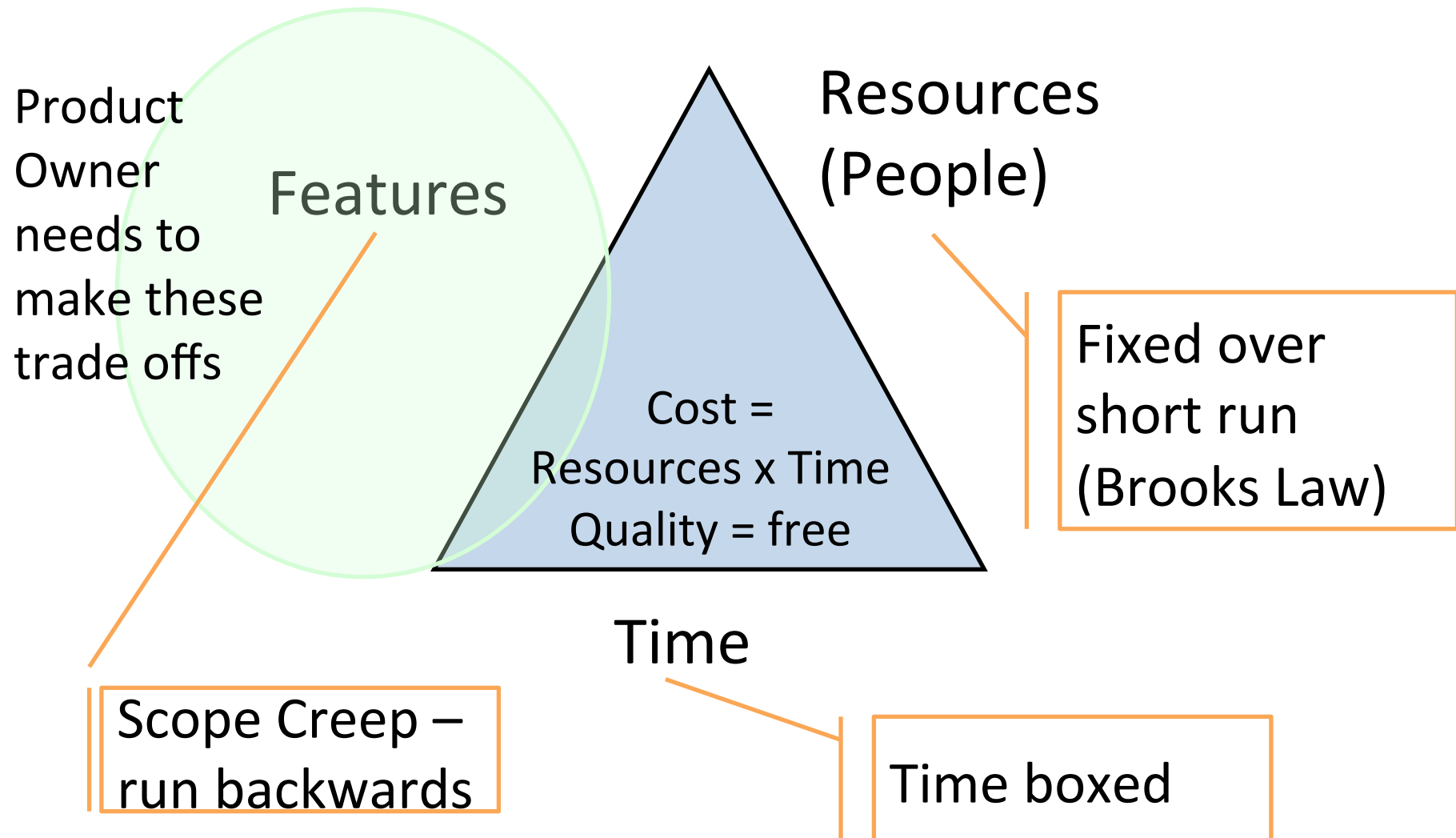
Usually looks like this (Scrum/XP)



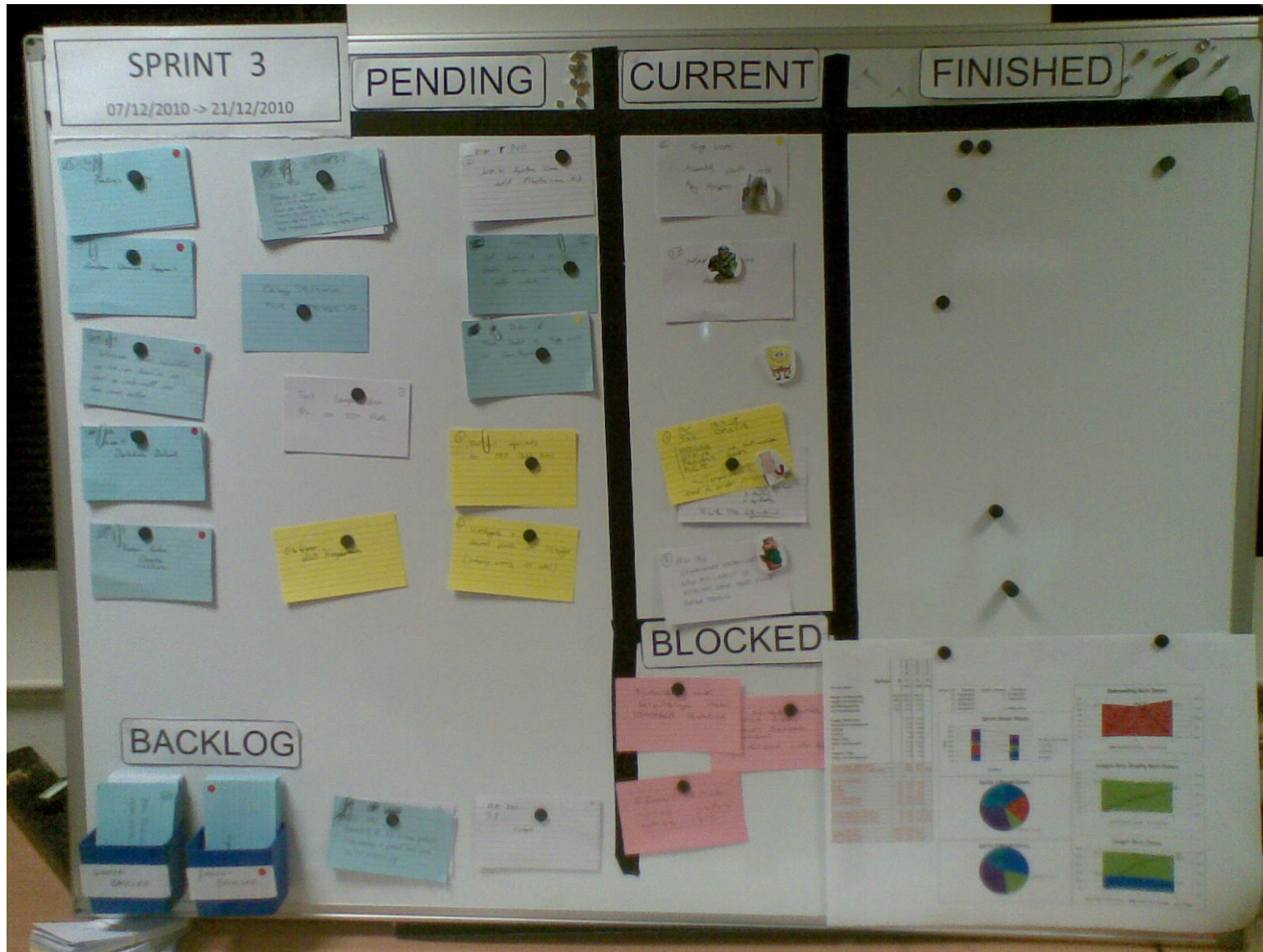
Everything in Iteration



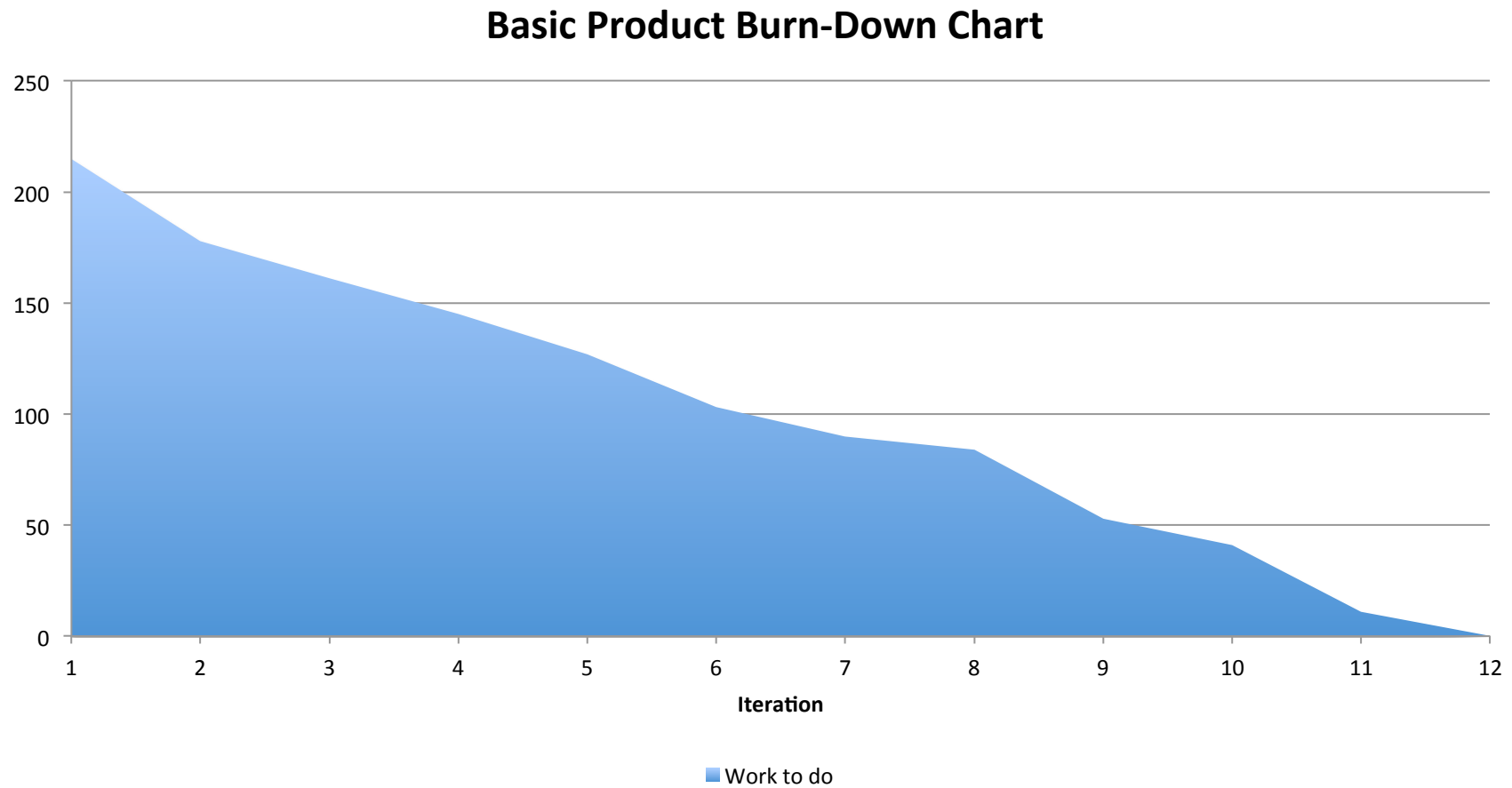
Project constraints



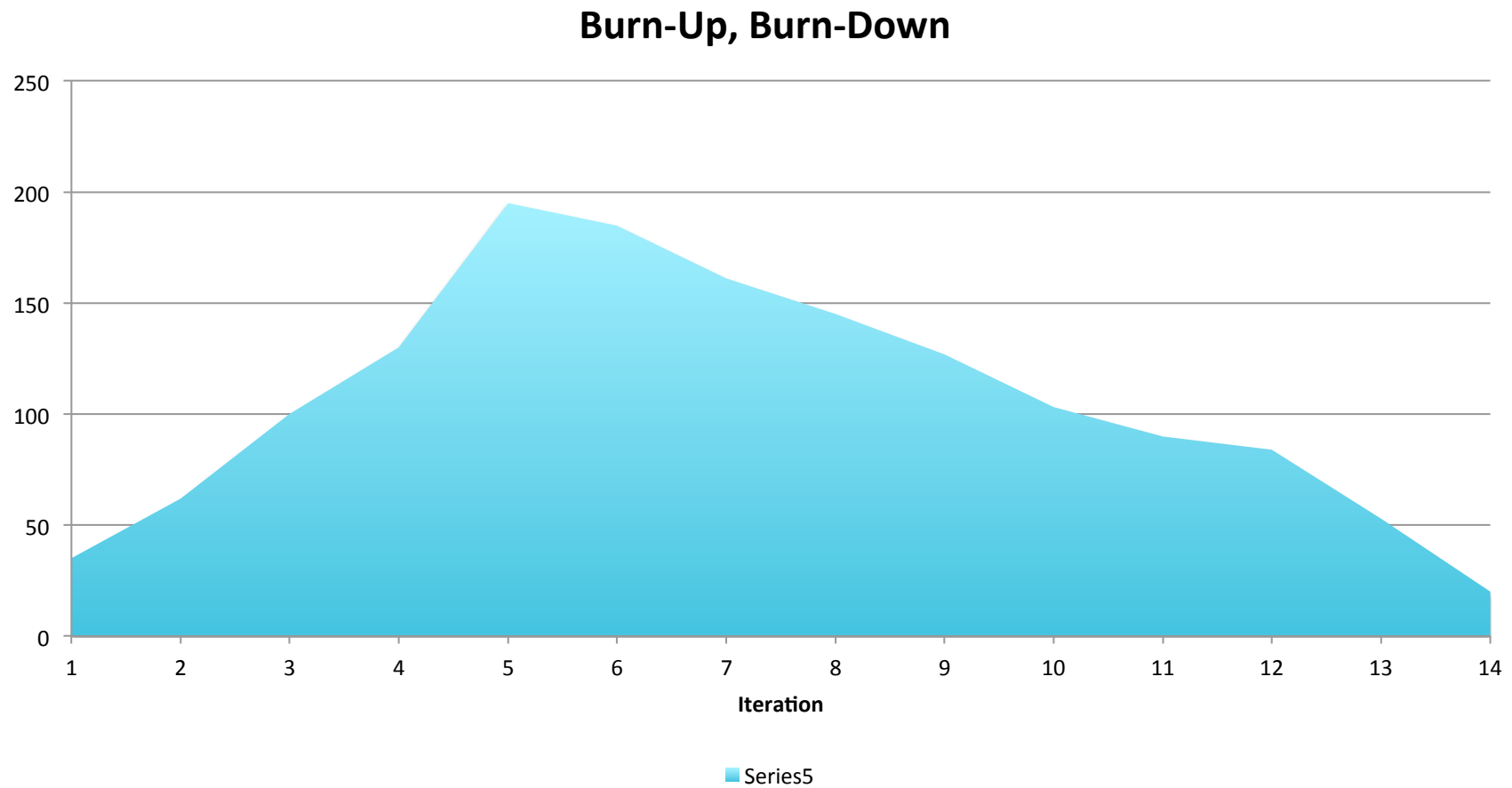
Looks like this



Burn-down chart



Burn-Up, Burn-Down



Invest in Technical



Software Craftsmanship
– Take quality seriously



Images from Wikipedia under GNU
documentation license.

This means Change!



Erh.... How do I do that?

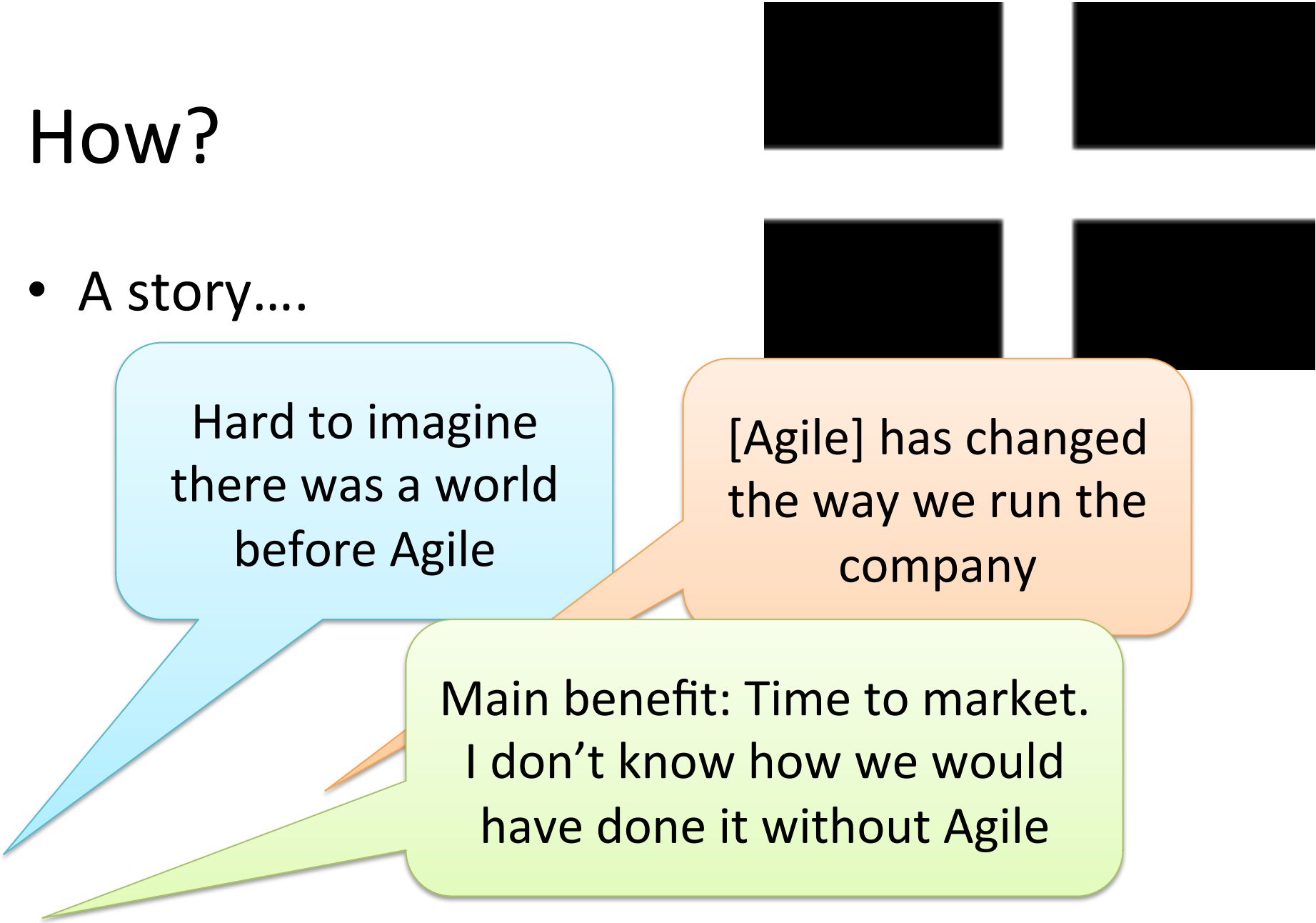


"I can't understand why people are frightened of new ideas. I'm frightened of the old ones."

John Cage

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

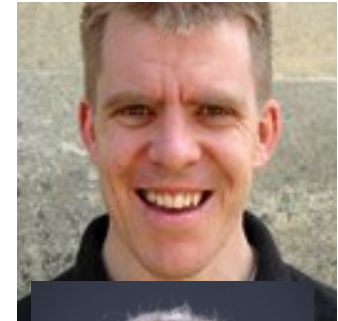
Product: Process

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)



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 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...*

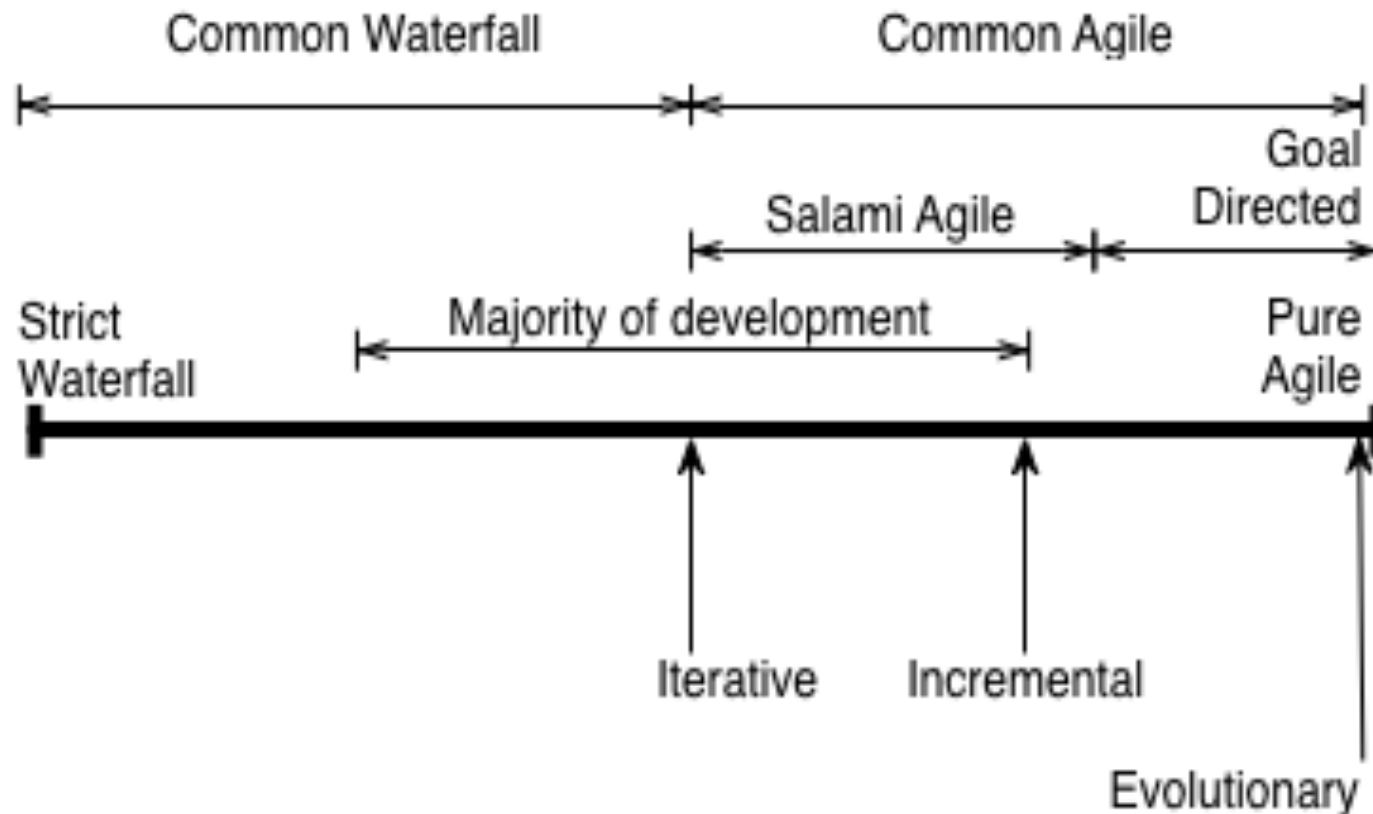




And Time (the 4th dimension)

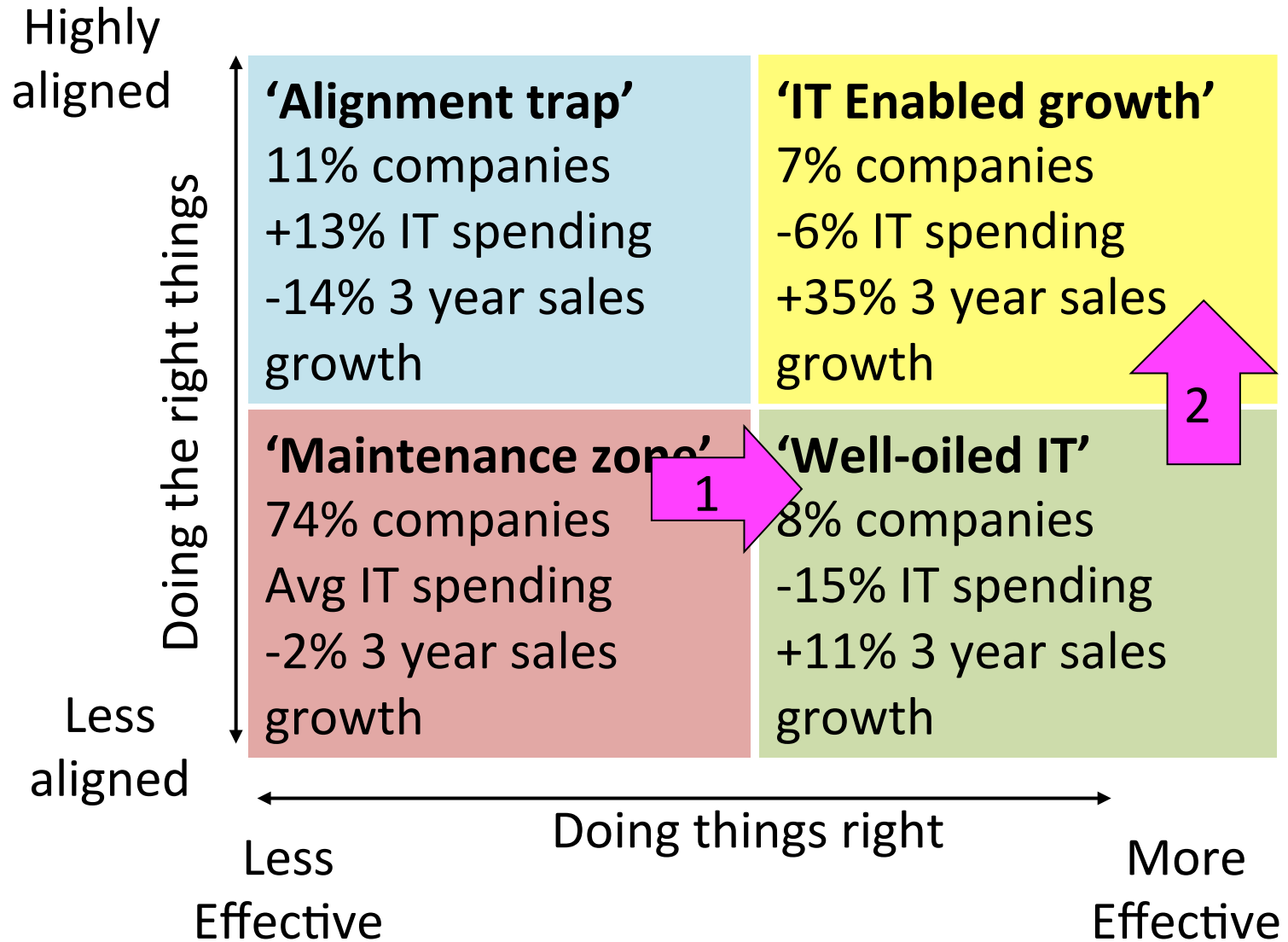
- Don't expect it all at once
- Different people learn at different speeds
- Iterate
 - Little and often

Agile Spectrum



The Alignment Trap

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





Thank you!

allan kelly

Software Strategy Ltd.

www.softwarestrategy.co.uk/allankelly

allan@allankelly.net

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

