Why Devs hate Agile and what to do it about it

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Why hate Agile?

It wasn’t always so

Programmer

Software Tester

Software engineer

Programmer

Programmer

Programmer

Software engineer

Software developer

Programmer

Programmer

Software engineer

Software developer

Programmer

Software developer

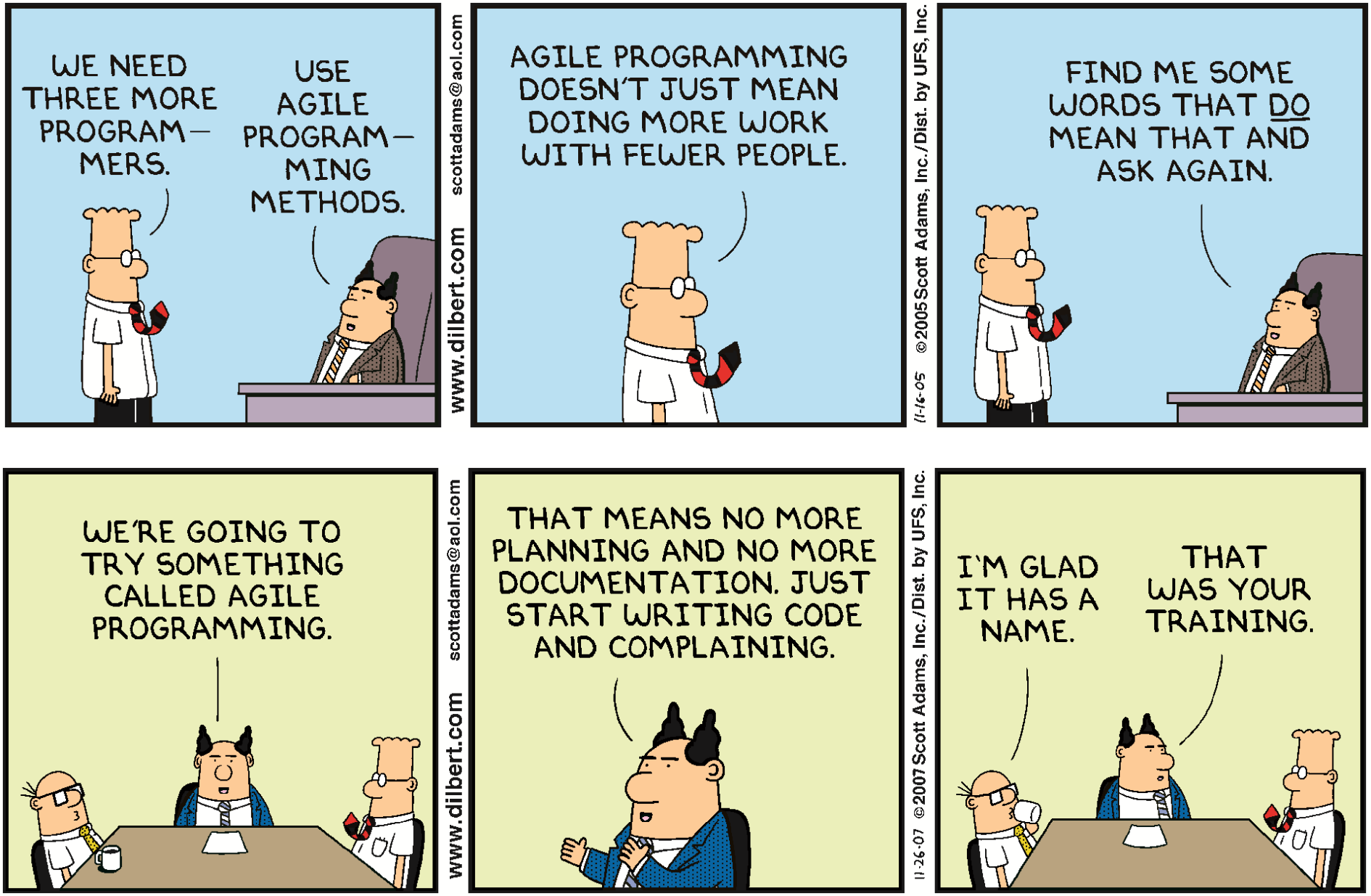
Theft

I would love to do Agile but my manager want let me

An Other Developer, 2005

My manager tells us to do Agile but they won't give us… time, tools, training…

J Random Developer, 2018


WE NEED THREE MORE PROGRAM— MERS.
USE AGILE PROGRAM— MING METHODS.
www.dilbert.com scottadams@aol.com
AGILE PROGRAMMING DOESN'T JUST MEAN DOING MORE WORK WITH FEWER PEOPLE.
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FIND ME SOME WORDS THAT DO MEAN THAT AND ASK AGAIN.
WE'RE GOING TO TRY SOMETHING CALLED AGILE PROGRAMMING.
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THAT MEANS NO MORE PLANNING AND NO MORE DOCUMENTATION. JUST START WRITING CODE AND COMPLAINING.
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I'M GLAD IT HAS A NAME.
THAT WAS YOUR TRAINING.

My manager says the team must work agile

BUT

- He doesn’t understand it
- The business still demand everything
- The deadline doesn’t change
- We have so much technical debt… there is no corner left to cut… we only make things worse…
- You can’t create anything useful in two weeks

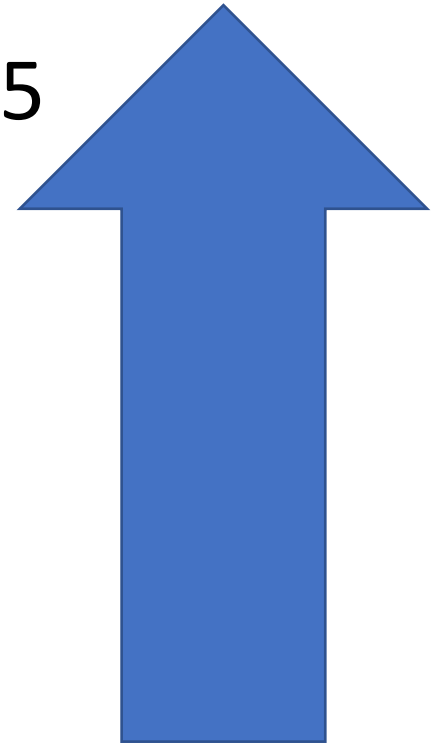
Agile community has only itself to blame

Agile community has spent over 10 years making Agile management friendly

In the process agile has often been neutered

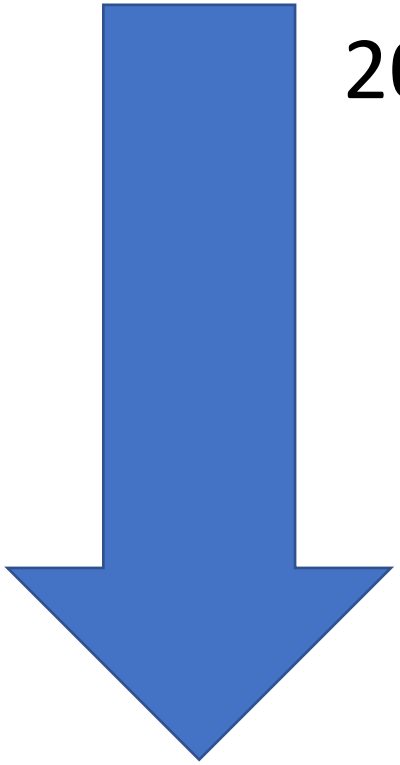
#1: Agile is now an imposed change

2005



Bottom-up agile

2018



Top-down agile

You!

You have to be involved

You have to be part of it

Educate yourself: books, talks, blogs, …

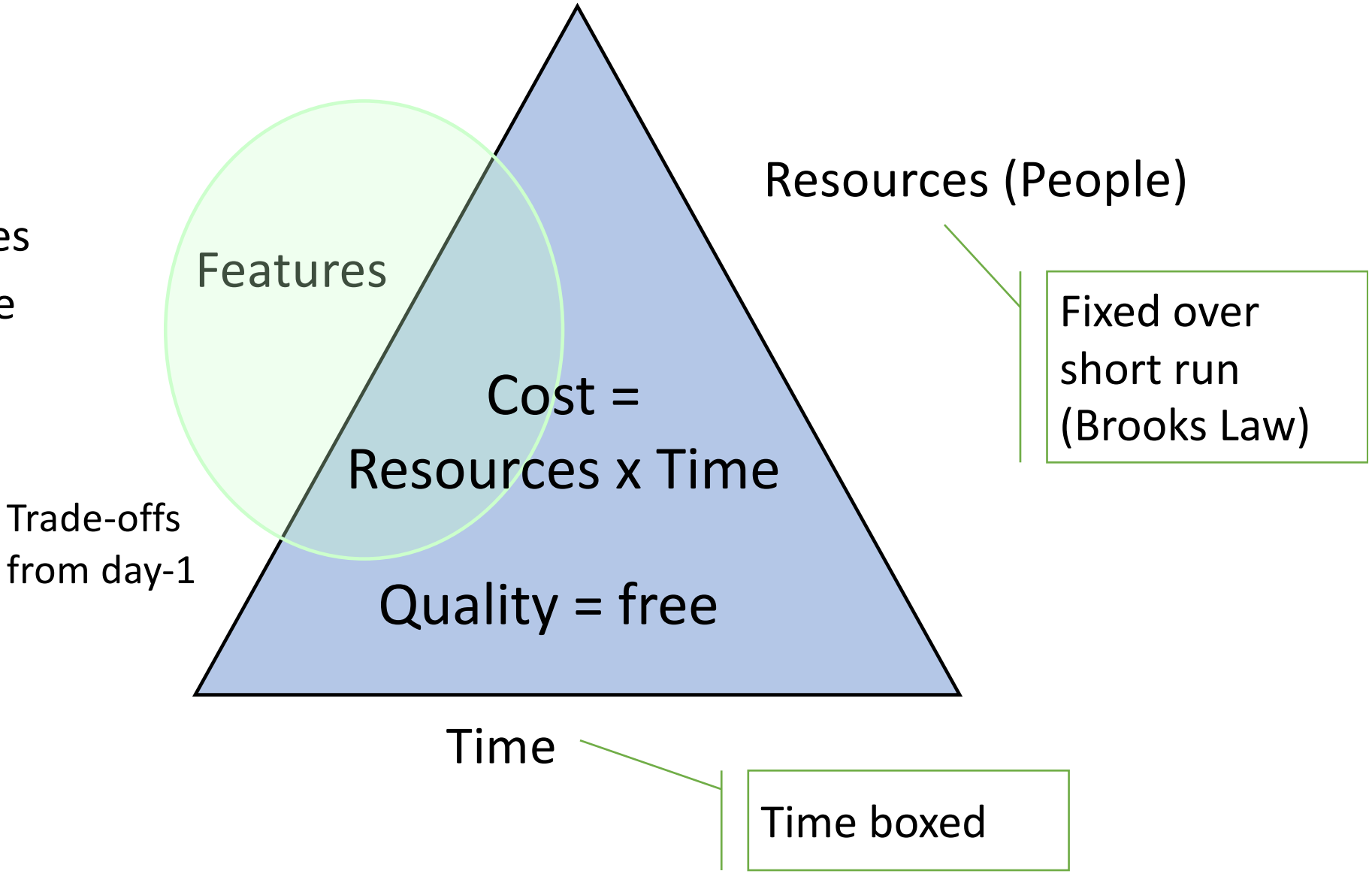
Managers

1. Agile should make life better for your staff
2. Involve them – ask them what they want & listen
3. Devolve authority
4. Provide resources: training, time, coaching, books, …

Agile

4 realities

1 change



Trade-offs from day-1

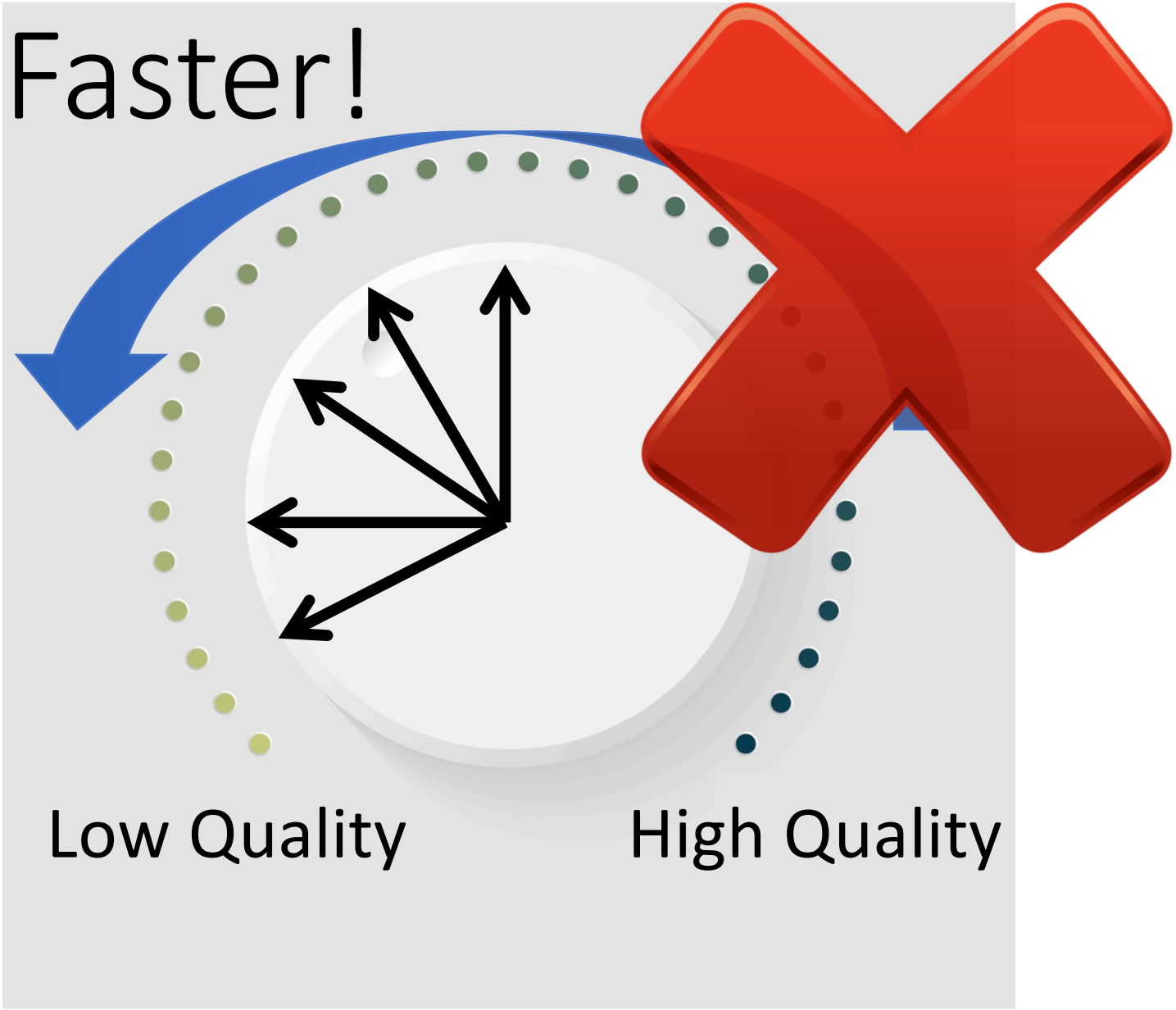
#2: Agile without technical quality makes developers lives worse

Continuous attention to technical excellence and good design enhances agility

Poor quality bites you fast

No such thing as quick & dirty

Only slow and dirty


Faster!
Low Quality
High Quality

Faster!
Low Quality
High Quality

Defects are not free. Somebody makes them, and gets paid for making them

John Cage
composer

```
public class RecentlyUsedList {
  private List<string> list;
  public RecentlyUsedList() {
    list = new List<string>();
  }
  public string this[int index] {
    get {
    int position = 0;
    foreach (string value in list) {
      if (position == index)
        return value;
      ++position; }
    throw new ArgOutOfRngExcpt();
  }
```

```
public int Count {
      get {
        int size = list.Count;
        return size; } }
public void Add(string newItem) {
      if (list.Contains(newItem)) {
      int position =
              list.IndexOf(newItem);
      string existingItem = list[position];
      list.RemoveAt(position);
      list.Insert(0, existingItem);
      } else {
        list.Insert(0, newItem); }
    } } }
```

```
public class RecentlyUsedList {
  private List<string> list = new List<string>();
  public void Add(string newItem) {
    list.Remove(newItem);
    list.Add(newItem); }
  public int Count {
    get {
      return list.Count; }
  }

  public string this[int index] {
    get {
      return list[Count - index - 1]; }
} }
```

Code & refactoring from Kevlin Henney – www.curbralan.com

Quality -> Quicker

Projects with low defect potentials and
high defect removal efficiency
also have the shortest schedules,
lowest costs and
best customer satisfaction levels

Capers Jones, 2008

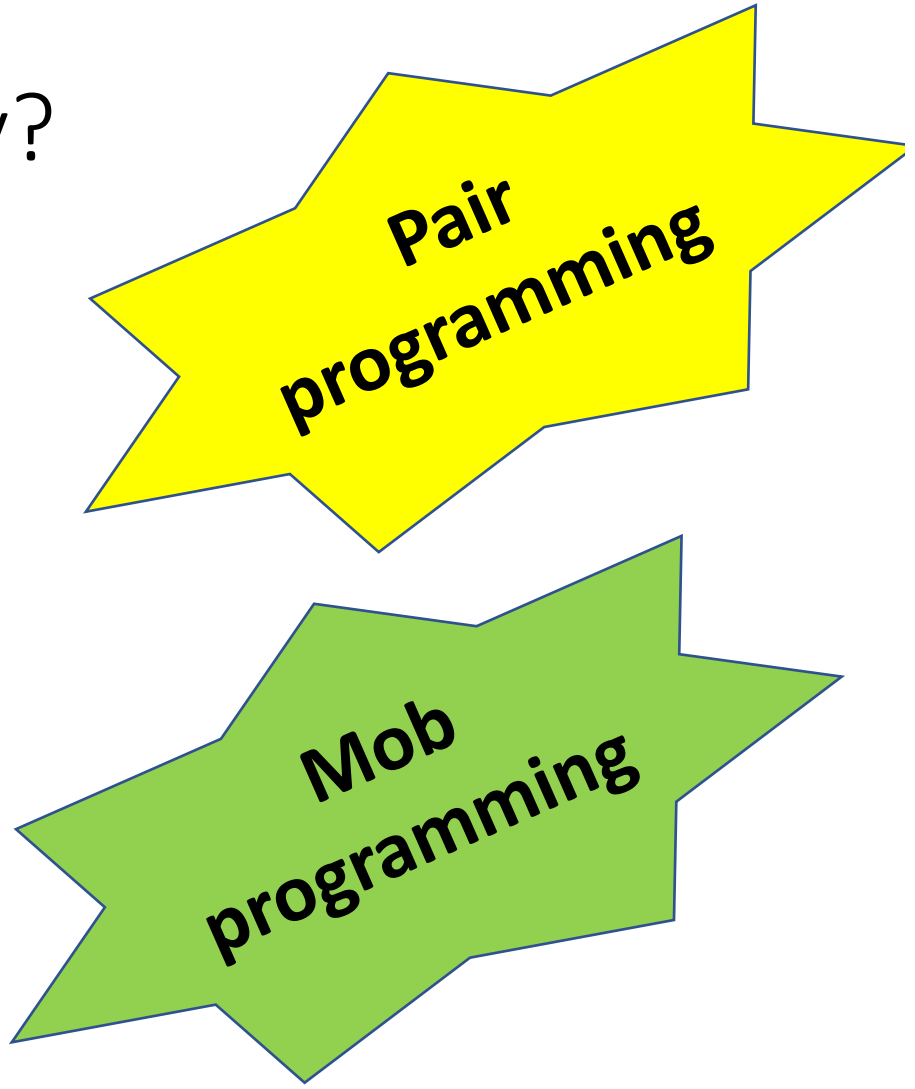
Applied Software Measurement

How do you improve quality?

T D D

A T D D

B D D



Many teams do Scrum

The best teams do XP

Testing

You don’t have the time **not** to test

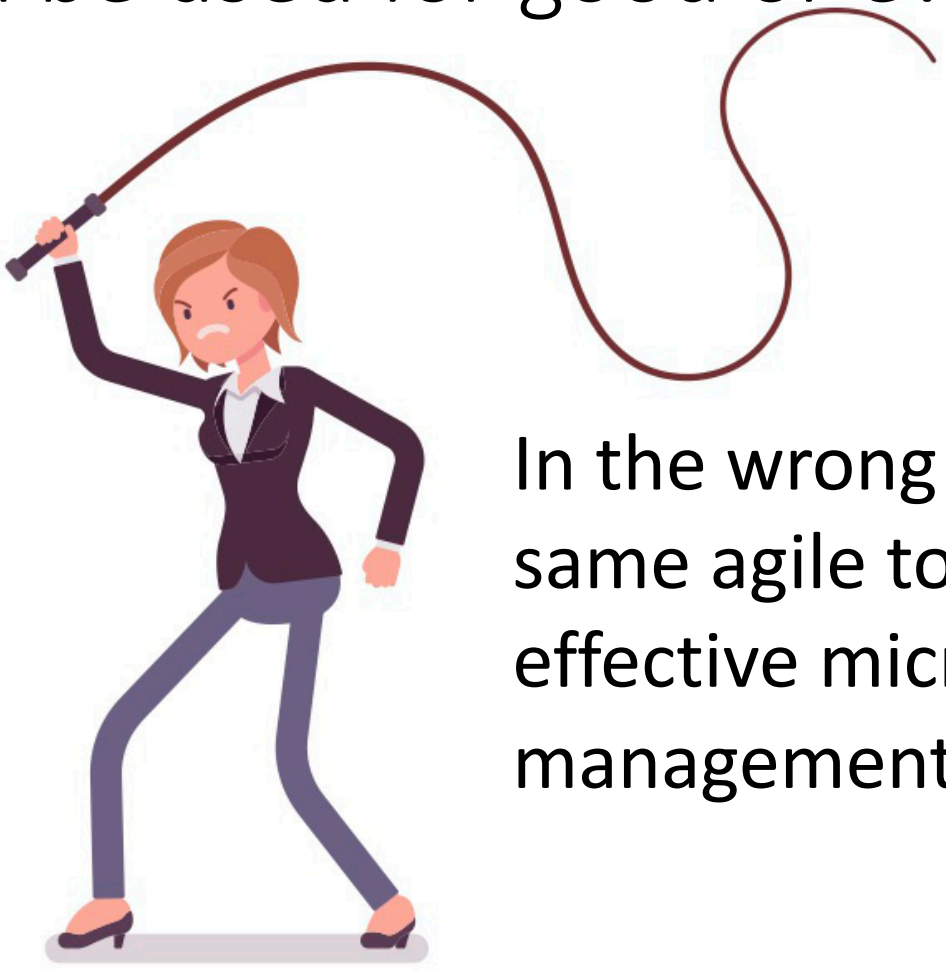
You

- You are a professional
- Insist on quality
- Just Do It

You

- Learn Test Driven Development
- Practice Test Driven Development
- Learn Behaviour Driven Development
- Encourage Product & Test to learn BDD
- Practice BDD together
- Try pair programming for 2 weeks
- Try mob programming

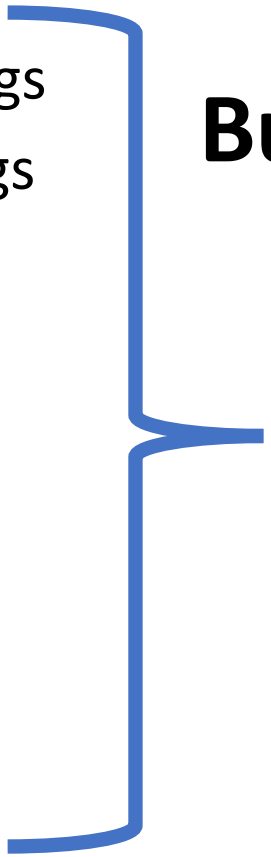
#3: Agile can be used for good or evil



In the wrong hands the same agile tools are very effective micro-management tools

Agile tools alone will make you better

- Stand-up meetings
- Planning meetings
- Visual tracking
- TDD, Refactoring
- Regular releases
- Customer demos
- Etc.
- Etc.



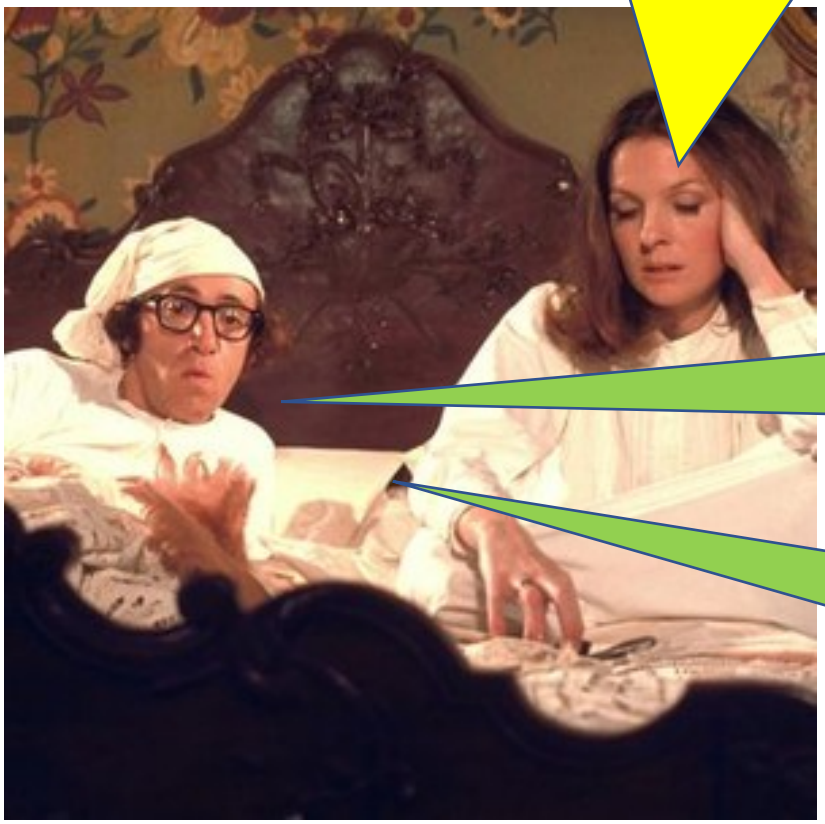
But….

Without motivated, involved, passionate team members who share authority

You will not see the real benefits

Sex without love Is an empty experience

Agile without involvement is an empty experience



Yes, but as empty experiences go, it's one of the best.

Yes, but as empty experiences go, it's one of the best.

Don’t hate agile

Own it

Take back agile

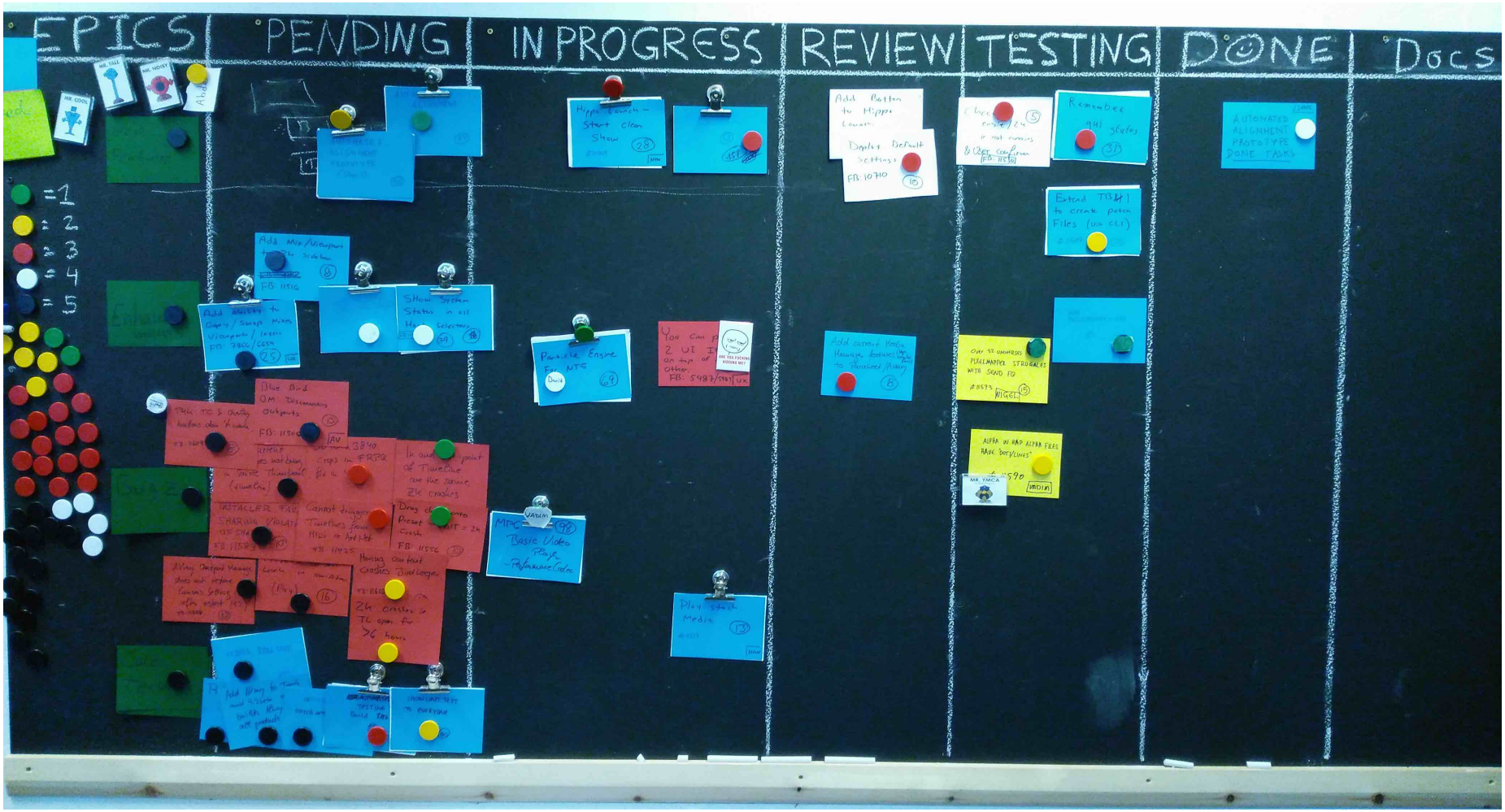
You have to want change

Agile software development is about software

Agile software development is by programmers for programmers

Some more ideas

Visualise your work



Do less work

Limit Work In Progress

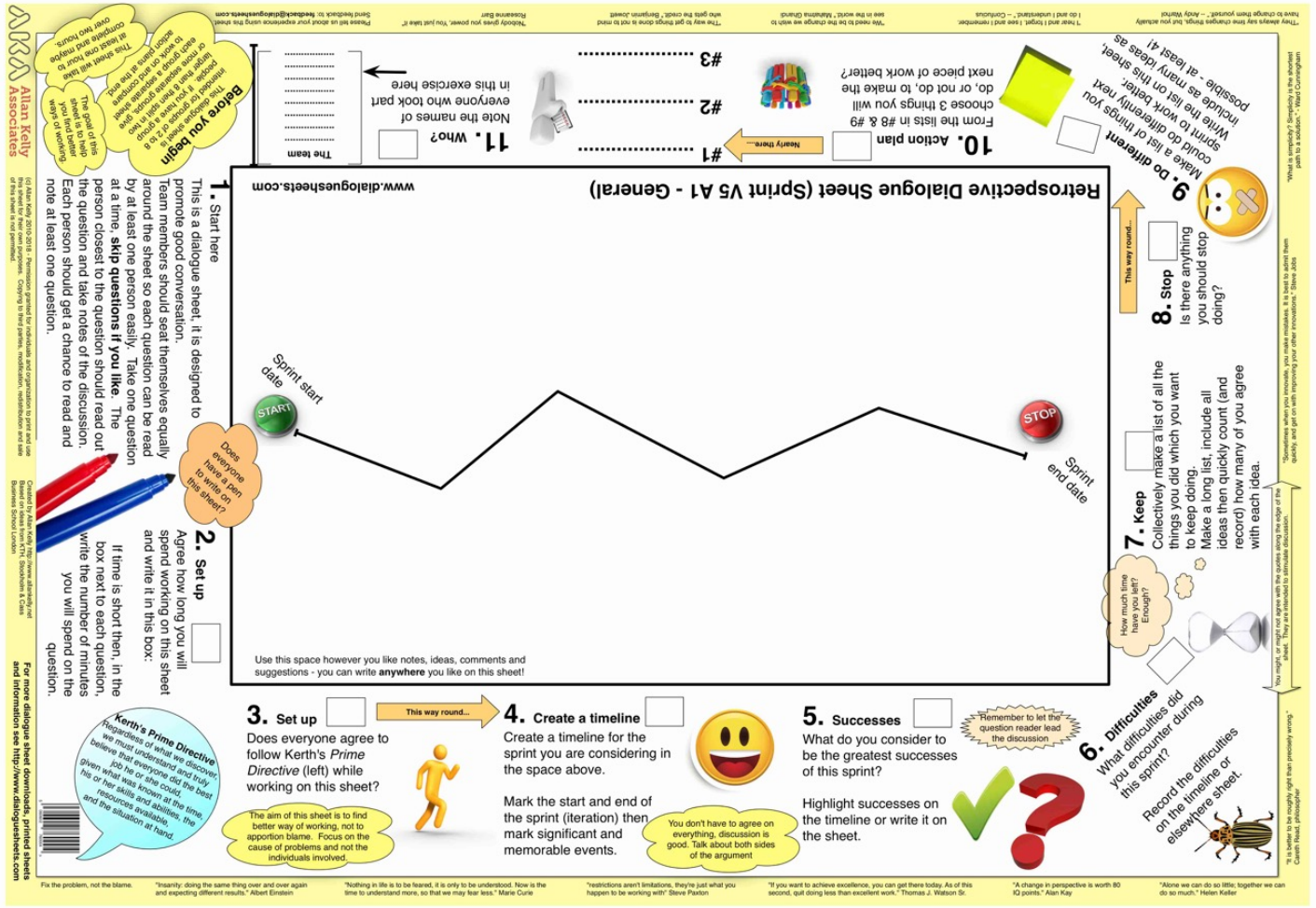
Move less work to done faster

Quality comes first

- Do less
- Do it better

Hold Retrospectives

http://www.dialoguesheets.com



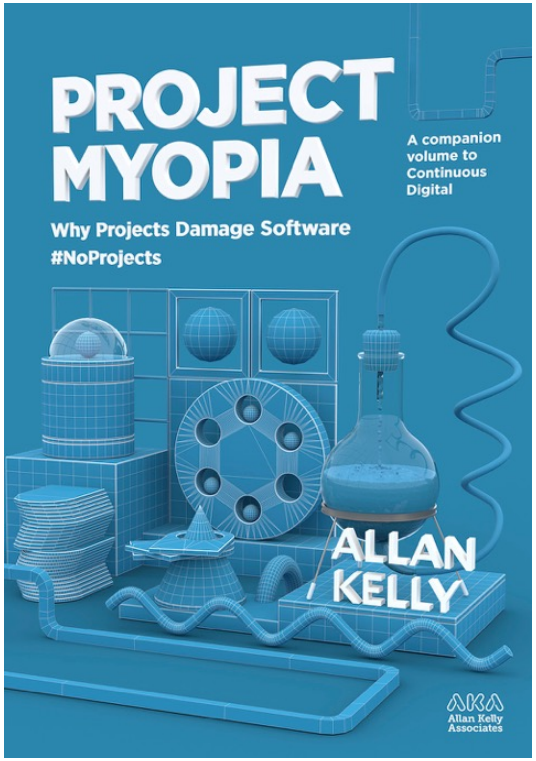
Are you Agile?

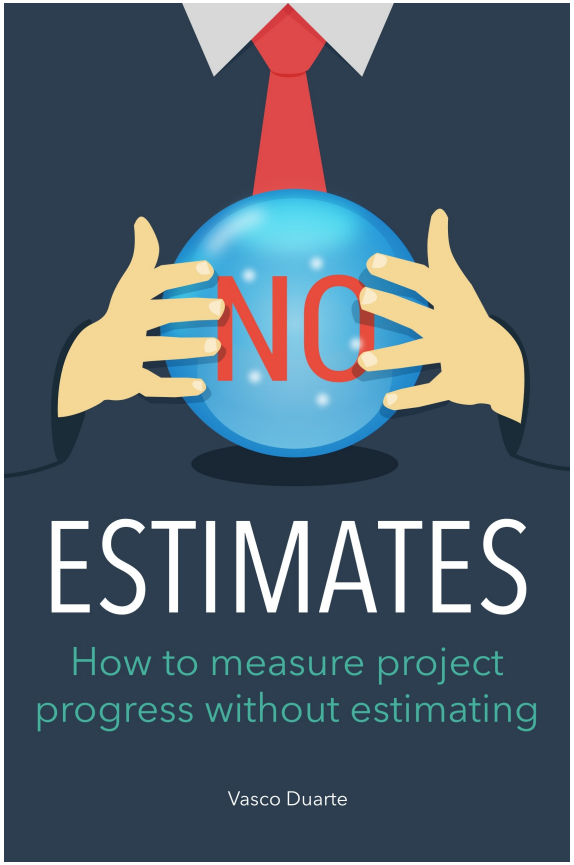
What have you changed in the last 3 months?

Are you as good as you could be?

How often do you release? (to live)

Get radical

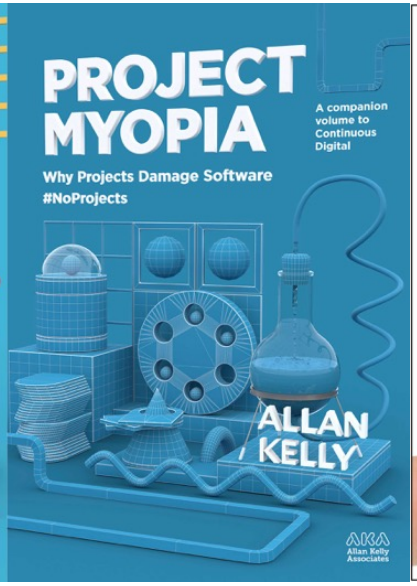
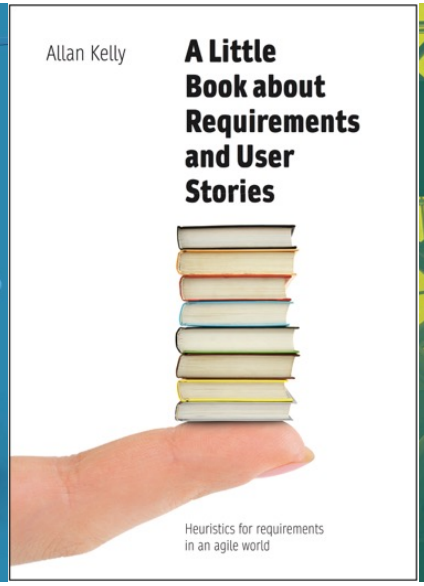
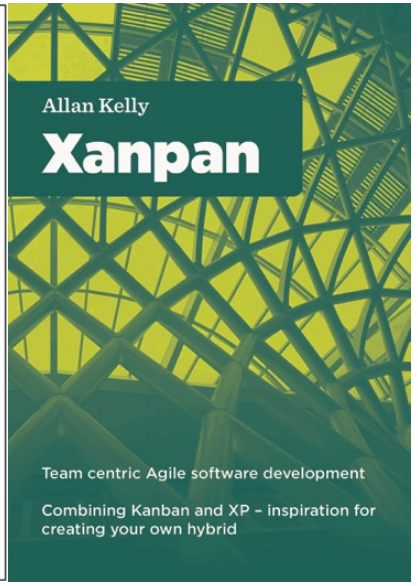




LEARNING CONNEXIONS
Learn | Train | Develop

http://www.learningconnexions.com/

#NoEstimates
Vasco Duarte

Agile: don’t hate it. Own it.

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