Is Agile Any Better?
Agenda

- How and why Agile works
  - Scaling Agile
  - Benefits of Agile
  - Is Agile any better?
  - Q&A
Basic Approach of Traditional Development

Specify | Design | Code | Integrate | Write Tests | Test
-- | -- | -- | -- | -- | --
S | D | C | I | W | T

Cancelled or shelved
User Stories

- When a customer visits the web site, use a cookie to remember who they are. On each visit, look for the cookie and associate it with their account information. Whenever the customer is looking at an item which may be purchased, present a “buy” button next to the item. When the user clicks on the button, combine the information from the item and the user account to place an order using their default shipping and default credit card information. Allow the user to cancel any order for up to 4 hours after they place an order.

- “As a user I want to order what I am browsing with a single click.”

- As a <user role> I want to <achieve some goal>
## Agile At a Glance

<table>
<thead>
<tr>
<th>Issue</th>
<th>Story</th>
<th>Points</th>
<th>Effort Remaining</th>
<th>State</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>432</td>
<td>User wants layout pleasing to the eye</td>
<td>2</td>
<td></td>
<td>reviewed</td>
<td>-</td>
</tr>
<tr>
<td>420</td>
<td>User wants example templates to choose from</td>
<td>3</td>
<td></td>
<td>reviewed</td>
<td>-</td>
</tr>
<tr>
<td>419</td>
<td>Admin wants zero installation</td>
<td>5</td>
<td></td>
<td>reviewed</td>
<td>-</td>
</tr>
<tr>
<td>612</td>
<td>Manager wants dashboard view</td>
<td>5</td>
<td></td>
<td>reviewed</td>
<td>-</td>
</tr>
<tr>
<td>599</td>
<td>Admin wants LDAP integration</td>
<td>5</td>
<td></td>
<td>reviewed</td>
<td>-</td>
</tr>
<tr>
<td>831</td>
<td>Admin wants self-serve password reset</td>
<td>2</td>
<td></td>
<td>reviewed</td>
<td>-</td>
</tr>
<tr>
<td>692</td>
<td>User wants automatic todo list generation</td>
<td>2</td>
<td></td>
<td>reviewed</td>
<td>-</td>
</tr>
<tr>
<td>432</td>
<td>User wants easy task entry</td>
<td>1</td>
<td></td>
<td>reviewed</td>
<td>-</td>
</tr>
<tr>
<td>119</td>
<td>User wants subscription-based e-mail notification</td>
<td>5</td>
<td></td>
<td>reviewed</td>
<td>-</td>
</tr>
<tr>
<td>332</td>
<td>Marketing wants fancy splash screen</td>
<td>3</td>
<td></td>
<td>reviewed</td>
<td>-</td>
</tr>
<tr>
<td>516</td>
<td>Admin wants 1-click license update</td>
<td>2</td>
<td></td>
<td>reviewed</td>
<td>-</td>
</tr>
</tbody>
</table>
Agile At a Glance

Backlog (APM)

new → reviewed → todo

$\$$

AccuRev
Agile At a Glance
Agile At a Glance

Iteration Review
- 9612 as a user I want...
- 6921 as a user I want...
- 6291 as a dba I want...
- 2196 as an admin I...
- 1962 as an admin I...
- 1296 as a casual user I...
- 1269 as a dba I want...

Retrospective
Agenda

- How and why Agile works
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One Piece Flow (Lean Principle)

Specify | Design | Code | Write tests | Test

Big Bang

Crunch Time

AccuRev
Continuous Integration
Leveraging People’s Memory and Conversations

Traditional Development

Customers → Product Manager → Architect → Developers → Testers → Customers

2 months → 1 month → 4 months → 2 months → 9 mos.

Agile Development

Customers → Team → Customers

1 month

days

Developer → Test & Doc

AccuRev
$5M per lane

$11M per lane
“Complete” Feature Sets

Traditional Development

- Highest Value
- Full Featured
- Future Proof
- “Complete”

Agile Development

- Done as a unit
- Ready at the end
- Feedback at the end
- Some features every iteration
- Feedback every iteration
- Re-plan after every iteration
Collocation

- **San Jose**
  - Gigabit
  - Low latency
  - Usually available

- **Kiev**
  - 2-4 megabit
  - High latency
  - Not always avail.

- **Chennai**

- **Boston**

- 4 file servers
- 4 db servers
- 4 app servers
- 4 build machines
- 4 test environments

AccuRev
Collocation

San Jose

- High bandwidth
- Low latency
- Usually available

Kiev

- Low bandwidth
- High latency
- Not always avail.

Chennai

Boston

Architect
Developer
Doc writer
Product Manager
Tester
Collocation

San Jose

Kiev

Boston

Chennai

Constant communication

Infrequent coordination

Architect
Developer
Doc writer
Product Owner
Tester
Agenda

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Traditional Development vs. Agile

**Highest Business Value**

### Traditional Development
- Facebook
- Second Life
- RSS feeds

### Agile Development
- Facebook
- Second Life
- RSS feeds
- Photo SMS

**1: Higher Quality**

**2: Options/Flexibility**

**3: Visibility**

**4: Higher ROI, sooner**

Problems with this release

Problems with this release

Timeline:
- Nov
- Dec
- Jan
- Feb
- Mar
- Apr
- May
- Jun
- Jul

### Comparisons:
- **Higher Quality**
- **Options/Flexibility**
- **Visibility**
- **Higher ROI, sooner**

**Facebook**: write tests
- $$
- $$
- $$
- $$

**Second Life**: $$
- $$
- $$
- $$

**RSS feeds**: $$
- $$
- $$
- $$

**Photo SMS**: $$$
Benefits for Individuals

- Less cancelled or shelved work
- Less pressure/stress
- More ownership/involvement
- Increased project success/viability
Agenda

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14 “Critical Mass” Agile Practices

- Product Owner
  - $$$
  - $
- Continuous Integration
- User Stories
  - "As a <persona> I want <behavior>"
-Unit Tests
- Scrum Master
- Refactoring
- One Piece Flow
- Whole Teams
- Collocation
- Iteration Review
- Short Iterations
- Daily Standup
- Backlog
- Retrospectives

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Many Practices Take Whole Books to Describe
Conclusion

- Agile leverages people’s strengths
- Agile teams design code to be changed instead of trying to avoid the need to change code

Key differences
- Whole teams
- Short iterations
- Incremental design
- Frequent feedback
- Customer involvement
- Higher visibility

There is a large body of knowledge for how to do Agile
Resources/Q&A

- Damon Poole (dpoole@accurev.com)
  http://damonpoole.blogspot.com


- Continuous Integration, Paul M. Duvall

- The Toyota Way – Jeffrey Liker


- Agile Software Development with Scrum, Ken Schwaber & Mike Beedle

- Lean Software Development, Mary Poppendieck and Tom Poppendieck