

PROGRAMMER ANARCHY

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Experiences at...



Forward



Agile Manifesto

- ◆ **Individuals and interactions** over processes and tools ✓
- ◆ **Working software** over comprehensive documentation ✓
- ◆ **Customer collaboration** over contract negotiation ✓
- ◆ **Responding to change** over following a plan ✓

XP Values

- ◆ **Feedback** ✓
- ◆ **Communication** ✓
- ◆ **Simplicity** ✓
- ◆ **Courage** ✓
- ◆ **Respect** ✓

Agile Best Practices **Not Used**

✦ ~~Stand ups~~

✦ ~~Story narratives~~

✦ ~~Retrospectives~~

✦ ~~Estimates~~

✦ ~~Iterations~~

✦ ~~Mandatory pairing~~

✦ ~~Unit tests~~

✦ ~~Acceptance tests~~

✦ ~~Refactoring~~

✦ ~~Patterns~~

✦ ~~Continuous integration~~

Agile Impact:

Trust

between **Customer** and **Developer**

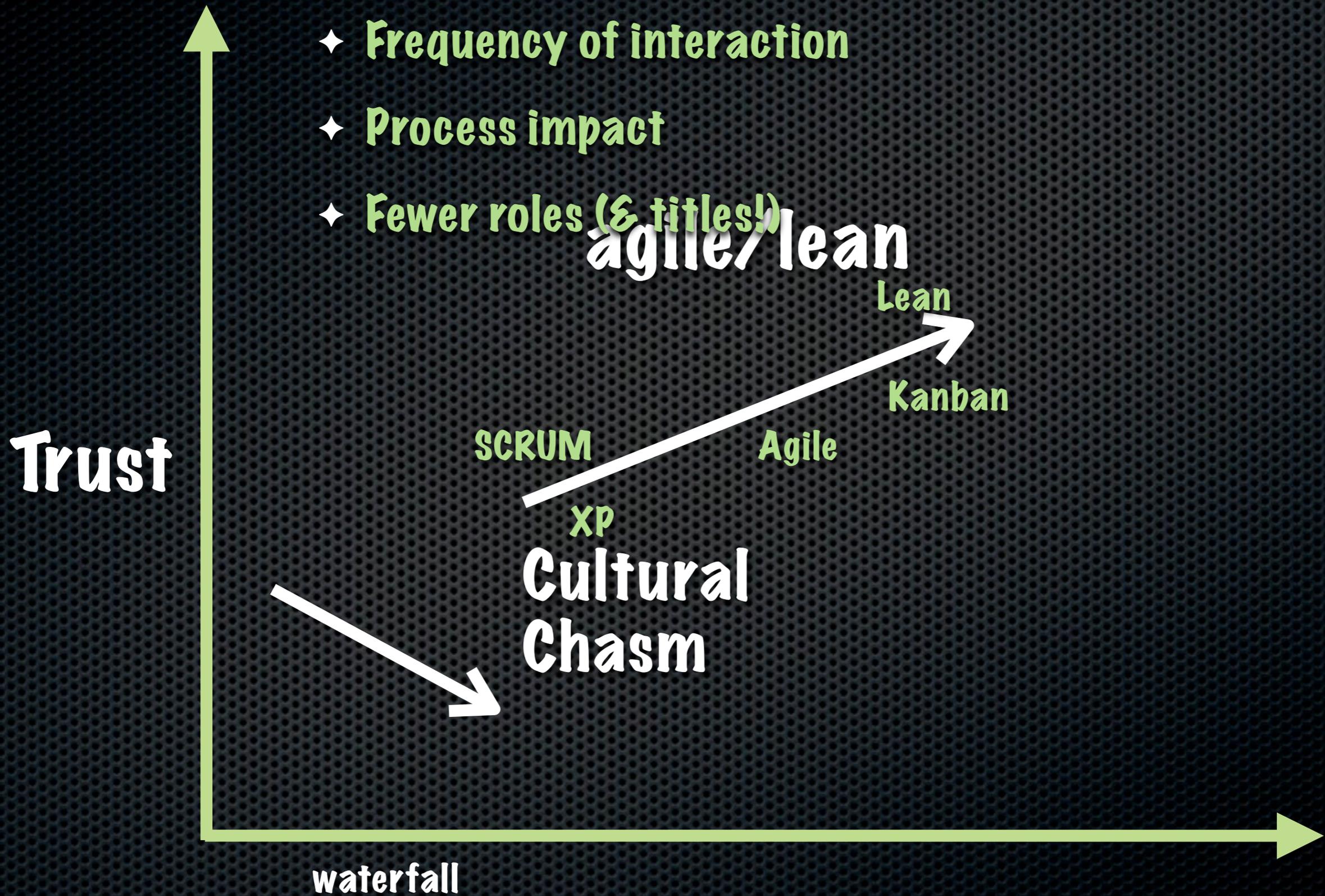
Trust



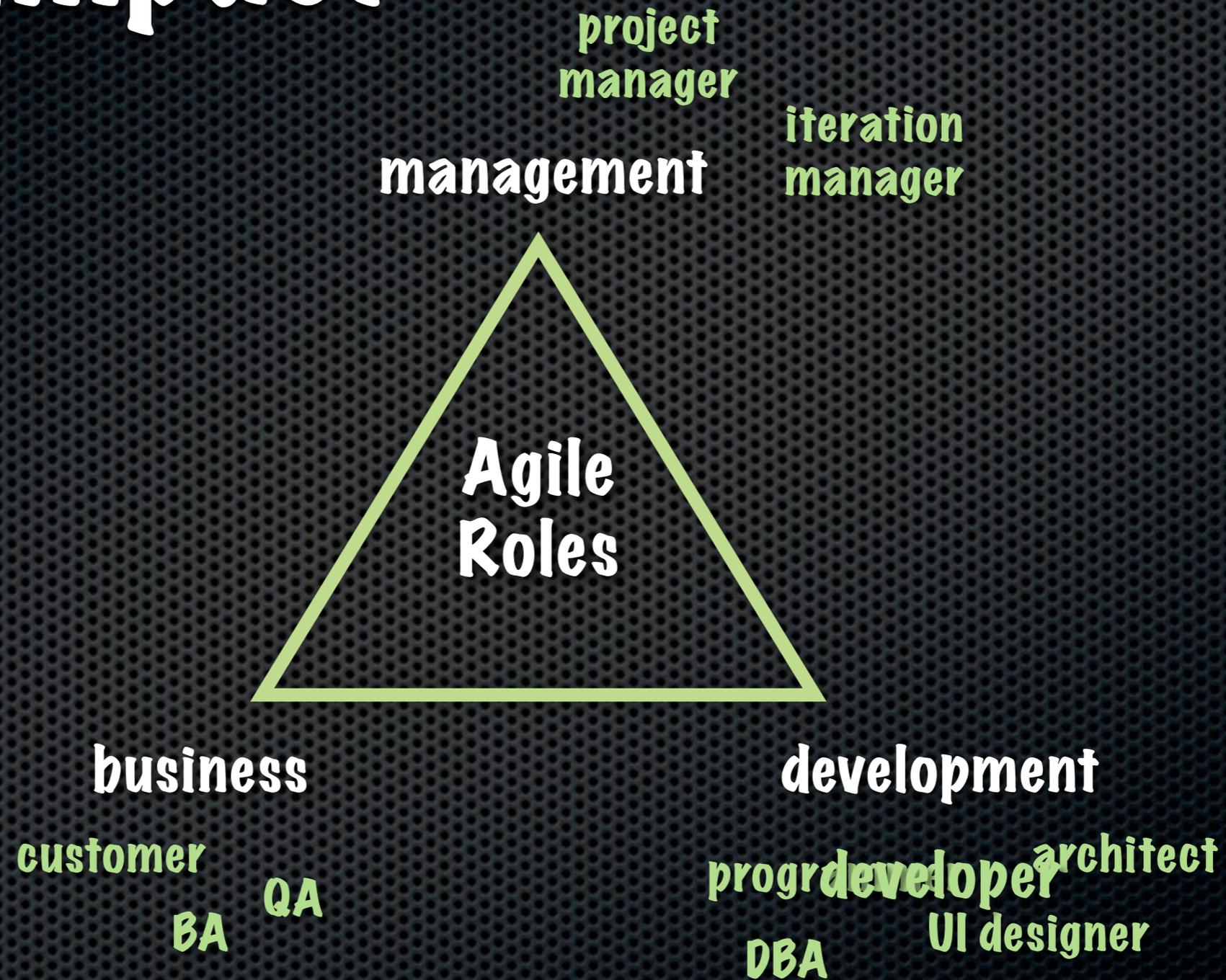
waterfall

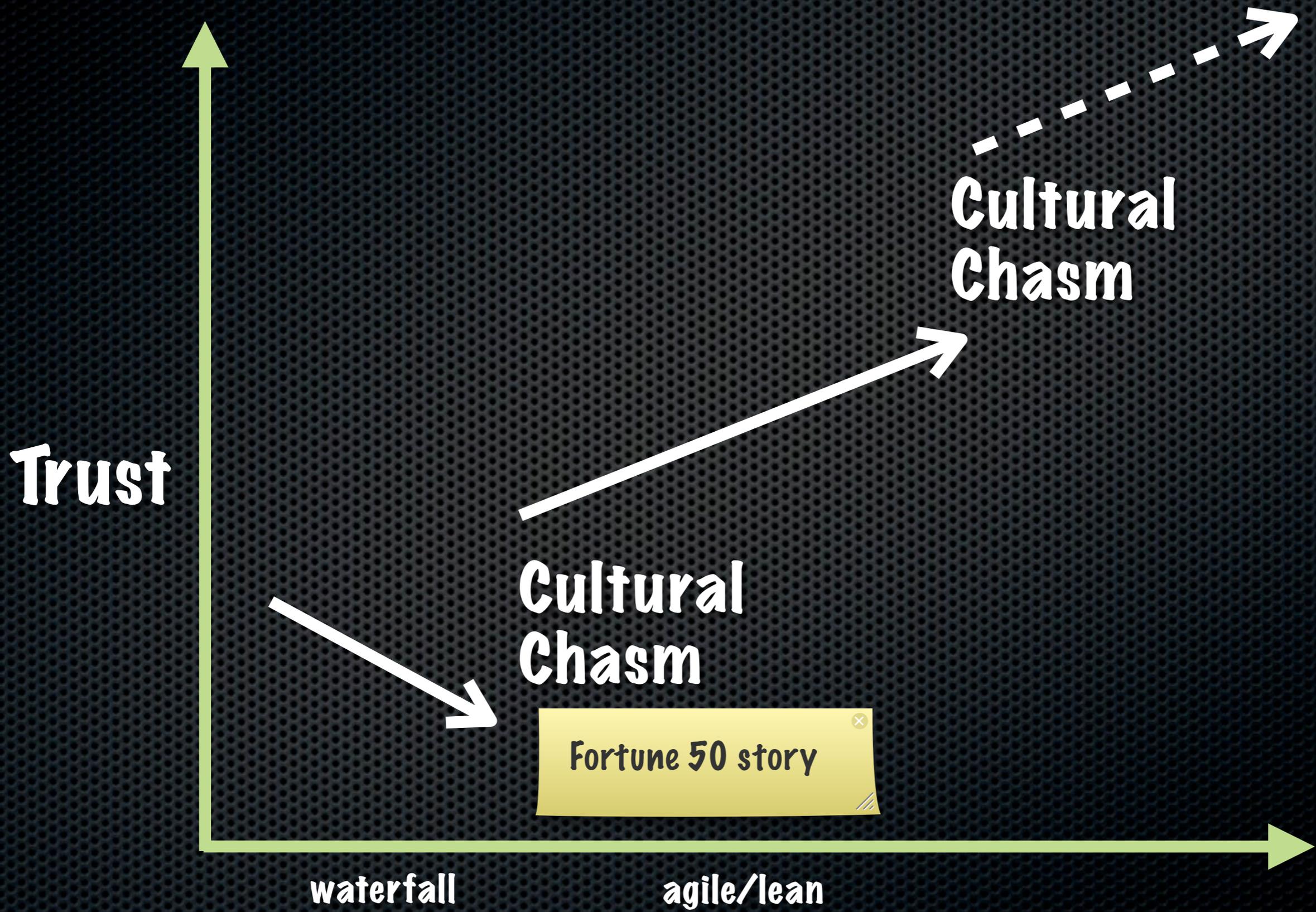
WHY?

- ✦ **Larger systems**
- ✦ **Higher expectations**
- ✦ **Volatile commercial environments**
- ✦ **etc...**



Role Impact





Agile Roles Reduced Again...

- ◆ Customer ✓
- ◆ ~~Project manager~~ X
- ◆ ~~Business analyst~~ X
- ◆ Developer ✓
- ◆ ~~Quality assurance / tester~~ X
- ◆ ~~Manager of programmers~~ X

PROGRAMMER ANARCHY

Develop Open-Source Business

✦ EMPOWERMENT

✦ Somebody "gives" it

✦ Somebody can "take it away"

✦ Leads to "Can I...?"

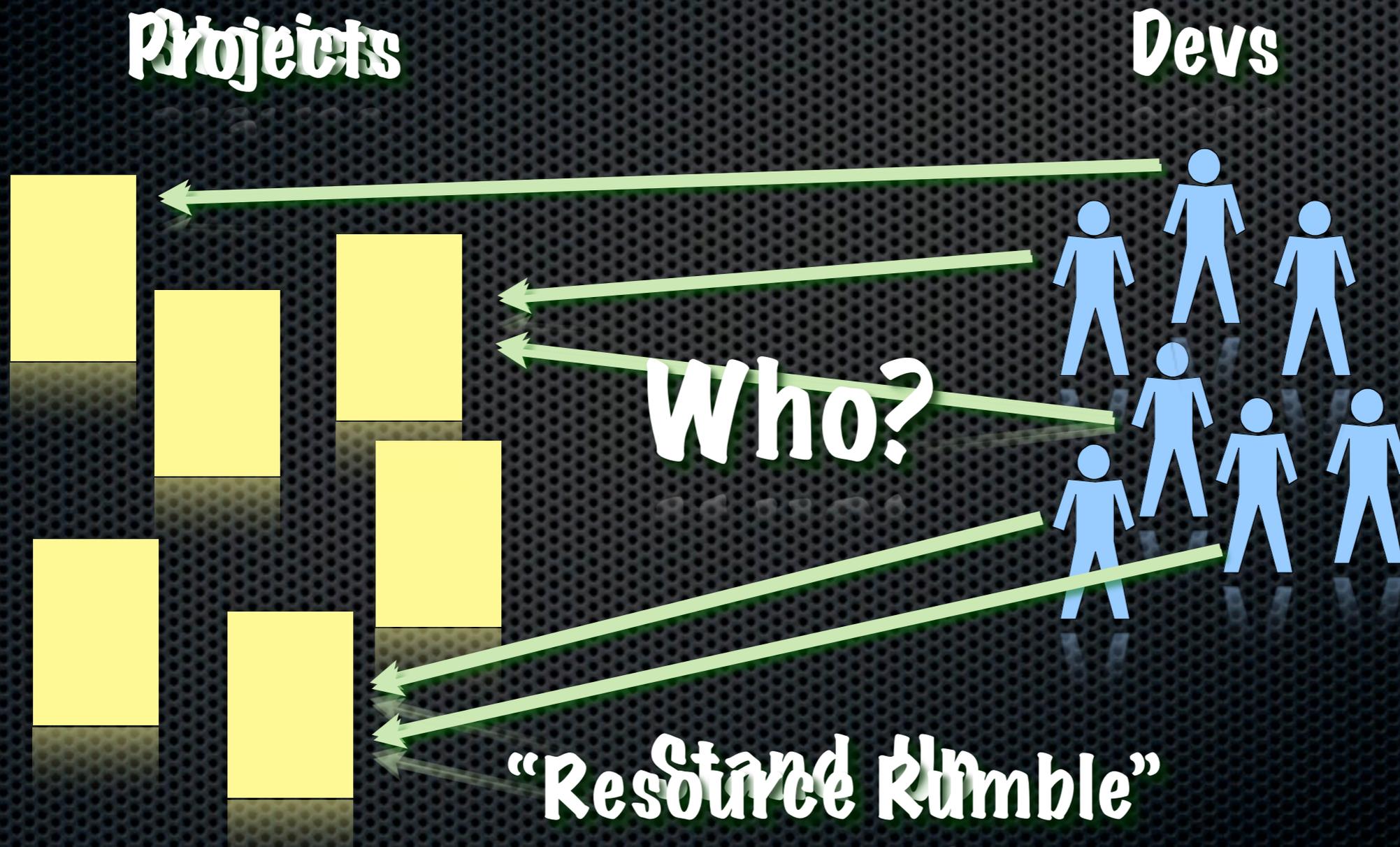
✦ ANARCHY

✦ Nobody to ask

✦ Can't stop someone else

✦ Disagreements expected

Matching Work and Devs



◆ Development driven by stories

◆ Stories small

Agile Side Effect:

Priority set by customer

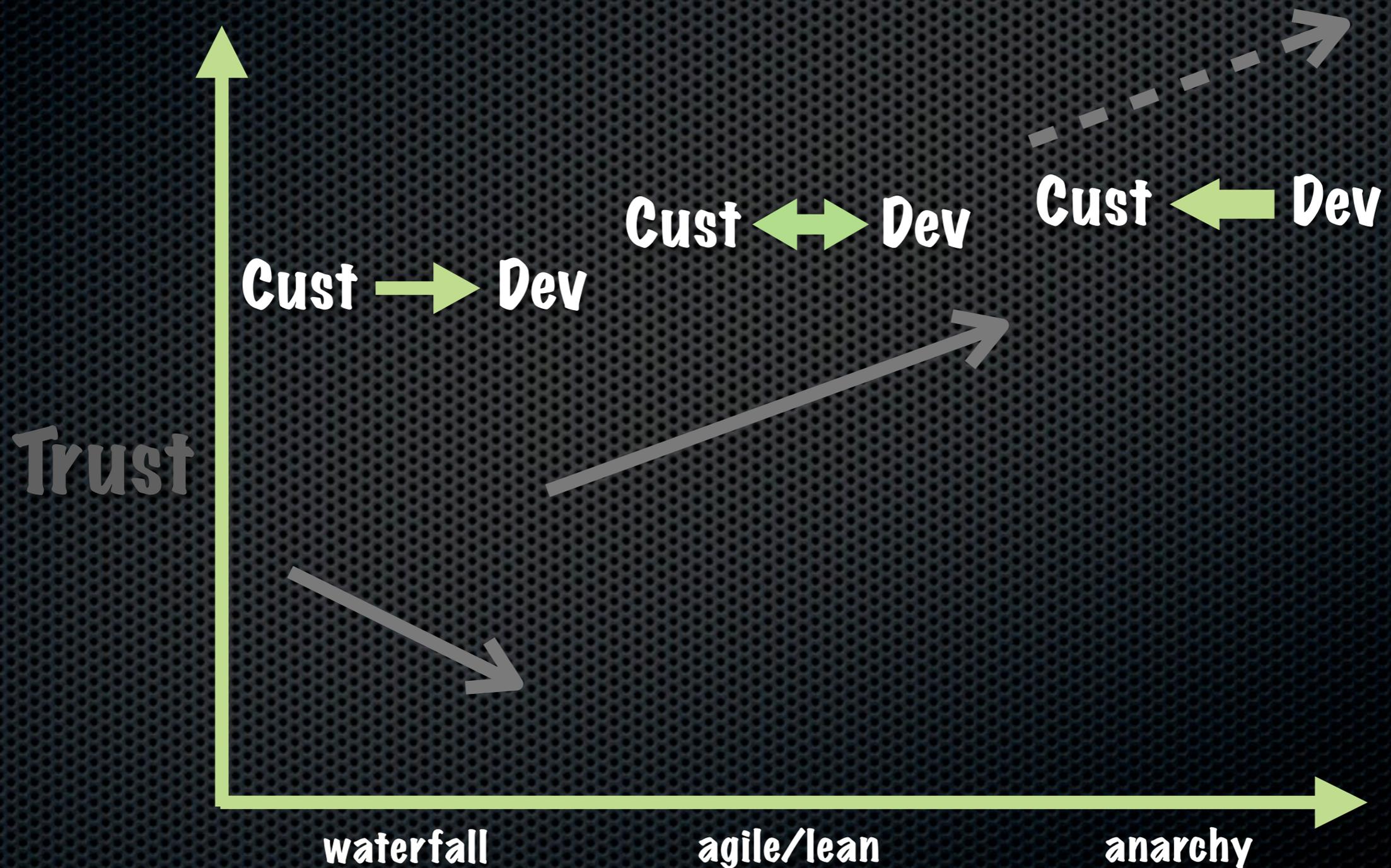
Story Tyranny

◆ Story-level estimates and metrics

Problem:

**Developers become disconnected
from business problem (Drones)**

Business Decisions Shift...



forwardtechnology.co.uk

Forward

We are Forward, a group of 40 geeks who share a passion for technology, blog and tweet about it. Oh, and we're hiring!

In the last 7 days

40 developers have made

1076 commits resulting in

577 deploys to 86 projects

✦ Prior system:

✦ .NET with SQL Server

Example: Energy Revolution

✦ New system:

✦ Ruby, Clojure, C++, Node.js

✦ MySQL, MongoDB

✦ HAML, SASS

✦ **Ruby for energy calculation - big improvement!**

✦ **Rewrote in Clojure**

Example: Energy Revolution

✦ **Rewrote in Clojure (again)**

Question: What manager would let them to do it?

Hence: No manager!

◆ **Old system:**

Example: Click Tracking
◆ **Ruby-based, 32 servers with 40% utilization**

◆ **New system:**

◆ **Node.js, 22 servers with 10% utilization and lower latency**

Sound finances

**Do or not do,
there is no try**

Like risk

**Experimentation
drives innovation**

Cultural Enablers
**Fear is the
mind killer**

**If you are not failing,
you are not trying**

**Clarity of
success**

**Developer
focused**

**The greatest barrier
to success is
the fear of failure**

Respected peers

Agile Best Practices **Not Used**

- ✦ ~~Stand ups~~ Trust w collocation
- ✦ ~~Story narratives~~
- ✦ ~~Retrospectives~~
- ✦ ~~Estimates~~ Results, not blame
- ✦ ~~Iterations~~
- ✦ ~~Mandatory pairing~~
- ✦ ~~Unit tests~~
- ✦ ~~Acceptance tests~~
- ✦ ~~Refactoring~~ Small, short-lived apps
- ✦ ~~Patterns~~
- ✦ ~~Continuous integration~~ Continuous deployment

- ◆ Different extent by team

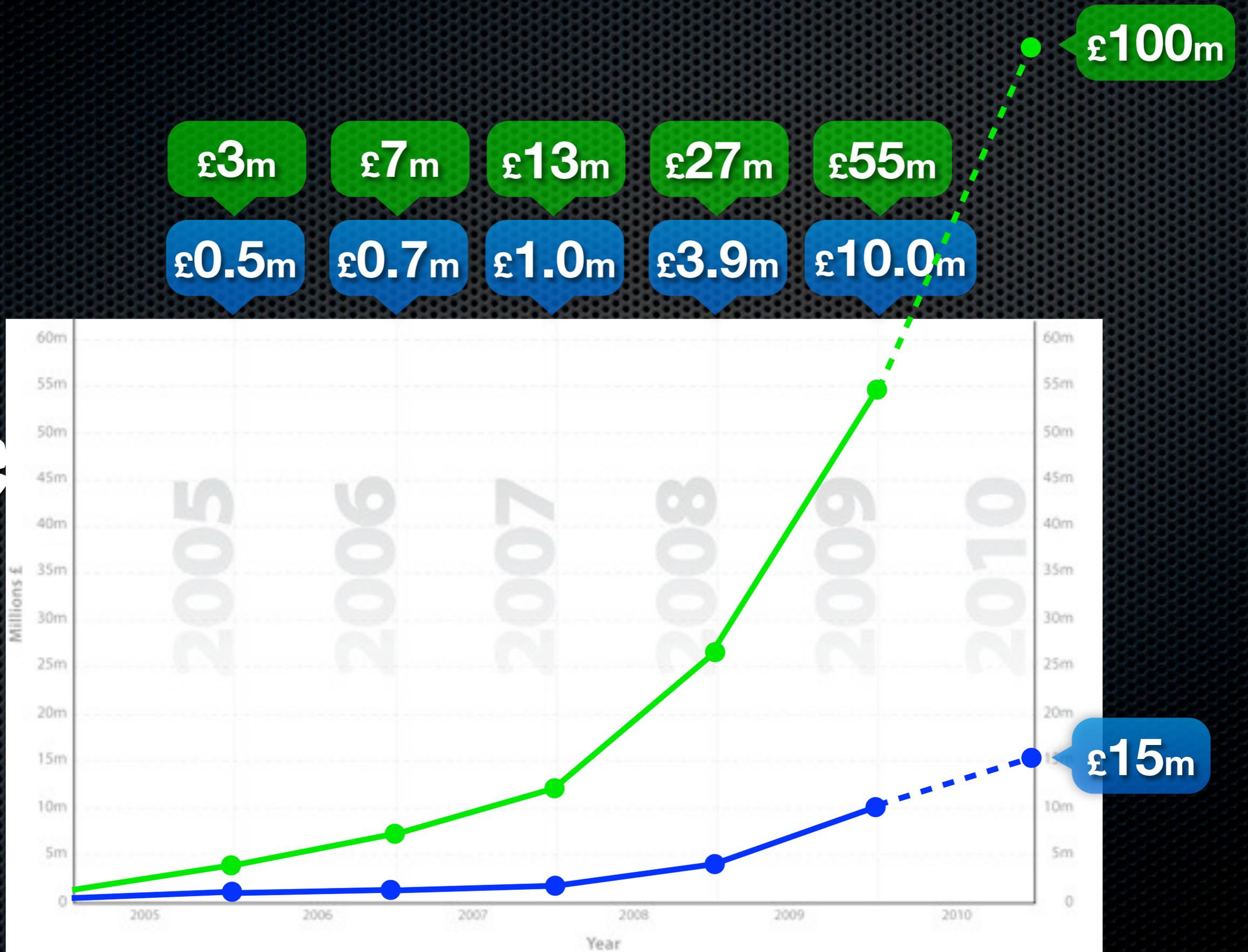
Reality Check

Talent, experience, apprehension

- ◆ Anarchy exists in how Anarchy is implemented
- ◆ Even our best Anarchists “ask” on occasion
- ◆ Commercial success driving freedom

Is Anarchy Working?

Pe



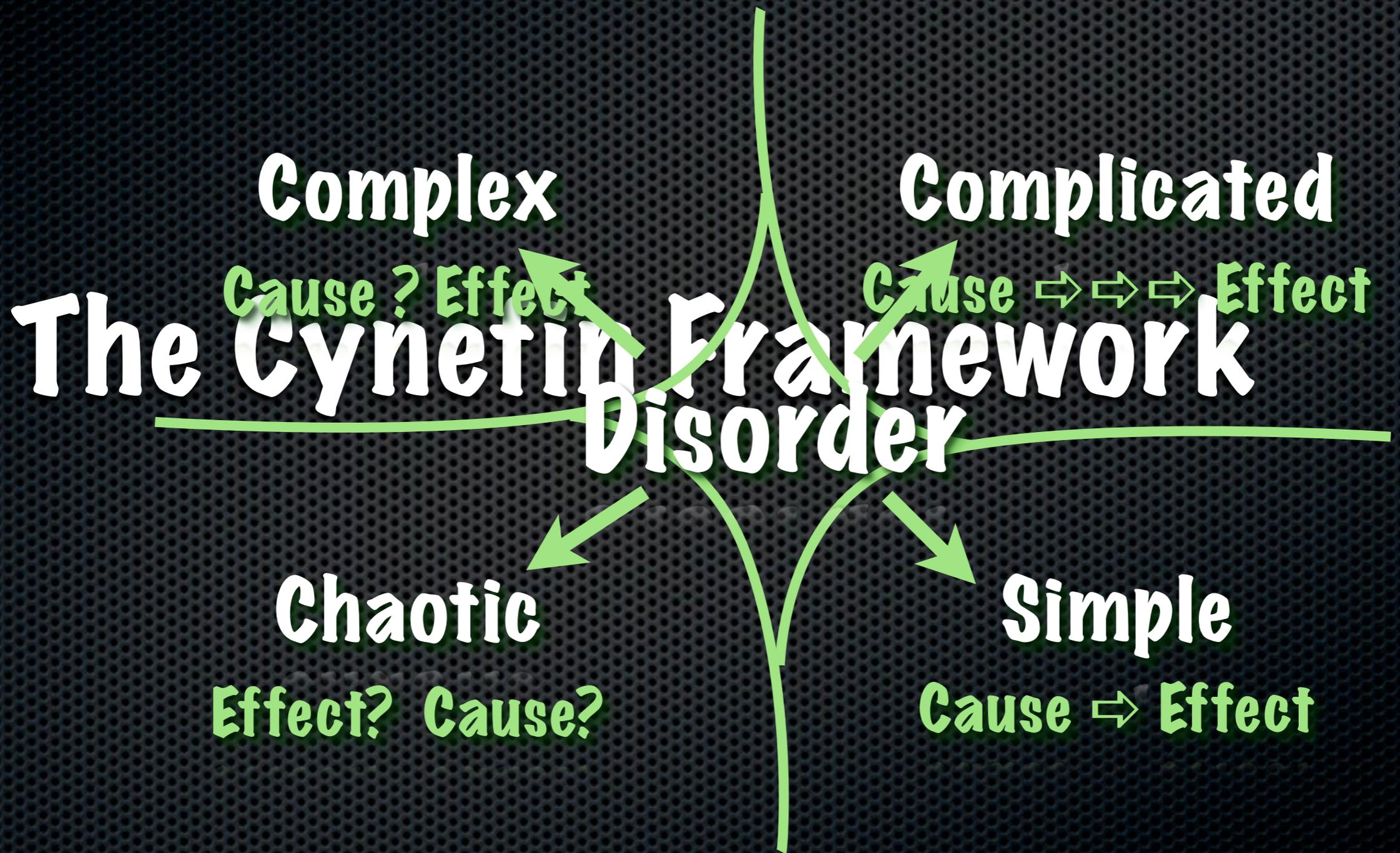
Why is Forward Working?

Cymefin Framework:

Father is Dave Snowden

Published in Harvard Business Review, 2007 Model for Problems

- ✦ A Leader's Framework for Decision Making
- ✦ Early publishing starting in 2000 from work at IBM



Effective Organizations

Complex

Complicated

Chaotic

Simple



- ◆ **Anarchists**

- ◆ **Andy Kent**

- ◆ **Paul Ingles**
- ◆ **Acknowledgments**

- ◆ **Mike Jones**

- ◆ **... and the rest of the Search Team**

- ◆ **Enablers**

- ◆ **Carl Gaywood and Neil Hutchinson**

